

UNIVERSITY OF VICTORIA
STATEMENT OF FINANCIAL INFORMATION
MARCH 31, 2022

Published in accordance with the requirements of the *Financial Information Act*

TABLE OF CONTENTS

	Page
Financial Information Approval	
Statement of Administrative Responsibility for Financial Statements	2
Independent Auditors' Report	3
Audited Financial Statements	
Consolidated Statement of Financial Position	6
Consolidated Statement of Operations and Accumulated Surplus	7
Consolidated Statement of Changes in Net Debt	8
Consolidated Statement of Remeasurement Gains and Losses	9
Consolidated Statement of Cash Flows	10
Notes to Consolidated Financial Statements	11
Schedule of Debt	41
Schedule of Guarantee or Indemnity Agreements	42
Statement of Severance Agreements	43
Schedule of Board of Governors Remuneration and Expenses	44
Schedule of Employees' Remuneration and Expenses	45
Schedule of Payments for Goods and Services	63

UNIVERSITY OF VICTORIA
FINANCIAL INFORMATION APPROVAL

The undersigned represents the Board of Governors of the University of Victoria and approves all the statements and schedules included in this Statement of Financial Information, produced in accordance with the *Financial Information Act* of the Province of British Columbia.

Merle Alexander
Chair,
Board of Governors

Kristi Simpson
Vice-President,
Finance and Operations

June 27, 2022

Consolidated Financial Statements of

UNIVERSITY OF VICTORIA

And Independent Auditor's Report Thereon

Year ended March 31, 2022



University
of Victoria



STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL STATEMENTS

The University is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and Treasury Board direction outlined in note 2 (a). This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting measurement of transactions in which objective judgment is required. In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University's management has developed and maintains a system of internal controls designed to provide reasonable assurance that the University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements. The system of internal controls is monitored by the University's management.

The Board of Governors carries out its responsibility for review of the financial statements principally through its audit committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with management and with the internal and external auditors to discuss the results of audit examinations and financial reporting matters. The auditors have full access to the Audit Committee, with and without the presence of management.

The consolidated financial statements have been examined by KPMG LLP, an independent firm of Chartered Professional Accountants. The Independent Auditors' Report outlines the nature of the examination and the opinion on the consolidated financial statements of the University for the year ended March 31, 2022.

On behalf of the University:

_____ Chair, Board of Governors

_____ Vice-President Finance and Operations



**University
of Victoria**



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INDEPENDENT AUDITORS' REPORT

To the Board of Governors of the University of Victoria, and
To the Minister of Advanced Education, Skills & Training, Province of British Columbia

Opinion

We have audited the consolidated financial statements of the University of Victoria (the "Entity"), which comprise:

- the consolidated statement of financial position as at March 31, 2022
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2022 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Financial Reporting Framework

We draw attention to note 2 to the financial statements which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. Other information comprises:

- Information, other than the financial statements and the auditors' report thereon, included in the Management Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Information, other than the financial statements and the auditors' report thereon, included in the Management Discussion and Analysis as at the date of this auditors' report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
June 16, 2022

UNIVERSITY OF VICTORIA
Consolidated Statement of Financial Position

As at March 31, 2022
(in thousands of dollars)

		2022	2021
Financial Assets			
Cash and cash equivalents	<i>(Note 3)</i>	\$ 162,900	\$ 167,136
Accounts receivable	<i>(Note 4)</i>	13,918	17,127
Due from governments	<i>(Note 5)</i>	19,284	7,037
Inventories for resale		1,364	1,386
Portfolio investments	<i>(Note 6)</i>	258,551	291,388
Derivatives	<i>(Note 6)</i>	25,808	19,494
Loans receivable	<i>(Note 7)</i>	24,495	24,550
Employee future benefits	<i>(Note 8)</i>	24,303	15,706
Investments in government business enterprises	<i>(Note 9)</i>	8,536	8,621
		539,159	552,445
Liabilities			
Accounts payable and accrued liabilities	<i>(Note 11)</i>	54,744	47,710
Due to governments		7,540	1,748
Deferred revenue		24,571	19,288
Deferred contributions	<i>(Note 12)</i>	256,792	241,943
Deferred capital contributions	<i>(Note 13)</i>	436,373	430,999
Debt	<i>(Note 14)</i>	164,272	131,183
		944,292	872,871
Net debt		(405,133)	(320,426)
Non-financial Assets			
Tangible capital assets	<i>(Note 15)</i>	912,142	824,755
Restricted endowment investments	<i>(Note 6)</i>	418,237	392,775
Inventories held for use		2,809	2,384
Prepaid expenses		17,225	19,851
		1,350,413	1,239,765
Accumulated surplus	<i>(Note 17)</i>	945,280	\$ 919,339
Accumulated surplus is comprised of:			
Endowments	<i>(Note 18)</i>	\$ 418,237	\$ 392,775
Invested in capital assets		331,004	282,858
Internally restricted		140,897	156,741
Unrestricted		28,964	58,708
Accumulated operating surplus		919,102	891,082
Accumulated remeasurement gains		26,178	28,257
Accumulated surplus		\$ 945,280	\$ 919,339

Contractual rights *(Note 19)* Contingent liabilities *(Note 21)*

Contractual obligations *(Note 20)*

On behalf of the Board:

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2022

(in thousands of dollars)

	Budget (Note 2(o))	2022	2021
Revenue:			
Province of British Columbia grants	\$ 236,589	\$ 229,860	\$ 237,562
Government of Canada grants	69,000	77,860	70,278
Other government grants	19,300	18,653	15,512
Student tuition - credit courses	174,700	171,021	163,543
Student tuition - non-credit courses	13,230	16,985	10,172
Donations, non-government grants and contracts	19,300	13,590	17,387
Sales of services and products	41,599	54,618	30,331
Investment income	20,000	26,237	23,458
Income/(loss) from government business enterprises (Note 9)		524	(43)
Other revenue	6,100	6,571	5,732
Revenue recognized from deferred capital contributions (Note 13)	27,614	27,802	27,427
Loss on disposal of capital assets		(1,003)	(1,489)
	627,432	642,718	599,870
Expenses: (Note 22)			
Instruction and non-sponsored research	258,591	267,791	245,874
Academic and student support	152,625	156,693	145,119
Administrative support and general expenses	27,972	27,411	26,596
Facility operations and maintenance	57,631	55,894	54,797
Sponsored research	114,992	117,289	109,337
External engagement	13,901	15,082	13,217
	625,712	640,160	594,940
Annual operating surplus	1,720	2,558	4,930
Restricted endowment contributions			
Endowment principal donations (Note 18)	8,000	12,056	14,327
Donations capitalized (Note 18)	8,000	13,406	2,606
	16,000	25,462	16,933
Funding of previous years capitalizations to endowment		-	1,535
Annual surplus	17,720	28,020	23,398
Accumulated operating surplus, beginning of year	891,082	891,082	867,684
Accumulated operating surplus, end of year	\$ 908,802	\$ 919,102	\$ 891,082

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA
Consolidated Statement of Changes in Net Debt

Year ended March 31, 2022
(in thousands of dollars)

	Budget <i>(Note 2(o))</i>	2022	2021
Annual surplus	\$ 17,720	\$ 28,020	\$ 23,398
Acquisition of tangible capital assets	(172,591)	(135,843)	(87,575)
Amortization of tangible capital assets	47,493	47,453	47,174
Loss on disposal of capital assets		1,003	1,489
	(125,098)	(87,387)	(38,912)
Increase in restricted endowment investments		(25,462)	(16,973)
Acquisition of inventories held for use		(1,524)	(1,149)
Acquisition of prepaid expense		(15,948)	(18,807)
Consumption of inventories held for use		1,099	1,103
Use of prepaid expense		18,574	17,241
		(23,261)	(18,585)
Net remeasurement gains (losses)		(2,079)	23,228
Increase in net debt	(107,378)	(84,707)	(10,871)
Net debt, beginning of year	(320,426)	(320,426)	(309,555)
Net debt, end of year	\$ (427,804)	\$ (405,133)	\$ (320,426)

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2022

(in thousands of dollars)

	2022	2021
Accumulated remeasurement gains, beginning	\$ 28,257	\$ 5,029
Unrealized gains (losses) attributed to:		
Portfolio investments	(8,742)	2,571
Derivatives	6,314	20,645
Foreign currency translation	349	12
Net remeasurement gains (losses) for the year	(2,079)	23,228
Accumulated remeasurement gains, end of year	\$ 26,178	\$ 28,257

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Cash Flows

Year ended March 31, 2022

(in thousands of dollars)

	2022	2021
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 28,020	\$ 23,398
Items not involving cash		
Amortization of tangible capital assets	47,453	47,174
Revenue recognized from deferred capital contributions	(27,802)	(27,427)
Change in employee future benefits	(8,597)	(1,624)
Change in investments in government business enterprises	85	574
Unrealized rereasurement gains on foreign exchange	349	12
Loss on disposal of capital assets	1,003	1,489
Changes in non-cash operating working capital:		
Decrease in accounts receivable	3,209	3,267
Decrease in loans receivable	55	60
Decrease (increase) in inventories	(403)	172
Decrease (increase) in prepaid expenses	2,626	(1,566)
Increase in accounts payable and accrued liabilities	7,034	11,808
Decrease (increase) in due to/from government organizations	(6,455)	2,131
Increase (decrease) in deferred revenue	5,283	2,271
Increase in deferred contributions	14,849	68,539
Net change from operating activities	66,709	130,278
Capital activities:		
Acquisition of tangible capital assets	(135,843)	(87,575)
Net change from capital activities	(135,843)	(87,575)
Investing activities:		
Net sale (acquisition) of portfolio investments	24,095	(122,498)
Net acquisition of restricted endowment investments	(25,462)	(16,973)
Net change from investing activities	(1,367)	(139,471)
Financing activities:		
Proceeds of debt	35,355	87,114
Repayment of debt	(2,266)	(1,678)
Deferred capital contributions	33,176	29,688
Net change from financing activities	66,265	115,124
Net change in cash and cash equivalents	(4,236)	18,356
Cash and cash equivalents, beginning of year	167,136	148,780
Cash and cash equivalents, end of year	\$ 162,900	\$ 167,136

The accompanying notes are an integral part of these financial statements.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

1. Authority, purpose and COVID-19

The University of Victoria (the “University”) operates under the authority of the *University Act* of British Columbia. The University is a not-for-profit entity governed by a 15 member Board of Governors, eight of whom are appointed by the government of British Columbia including two on the recommendation of the Alumni Association. The University is a registered charity and is exempt from income taxes under section 149 of the *Income Tax Act*.

On March 11, 2020, the COVID- 19 outbreak was declared a pandemic by the World Health Organization. This resulted in governments worldwide, including the Canadian federal and provincial governments enacting emergency measures to combat the spread of the virus. The economic conditions and the University’s response to the pandemic had a material impact on the University’s operating results and financial position for the fiscal year March 31, 2022. While these affects are expected to be temporary, the duration of the disruption and related financial impact cannot be reasonably estimated at this time. Given the unprecedented and pervasive impact of changing circumstances surrounding the COVID-19 pandemic, there is inherently more uncertainty as compared to prior periods.

2. Summary of significant accounting policies

The consolidated financial statements of the University are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the University are as follows:

(a) Basis of accounting

The consolidated financial statements have been prepared in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The *Budget Transparency and Accountability Act* requires that the consolidated financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all taxpayer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections related to not-for-profit accounting standards.

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds as follows:

- Contributions for the purposes of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(a) Basis of accounting (continued)

- Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the period in which the stipulation or restriction on the contributions have been met.

For British Columbia taxpayer supported organizations, these contributions include government transfers and externally restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that:

- government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410; and
- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS3100.

As a result, revenue recognized in the consolidated statement of operations and accumulated surplus and certain related deferred capital contributions would be recorded differently under Canadian public sector accounting standards.

(b) Basis of consolidation

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by the University. Controlled organizations are consolidated except for government business enterprises which are accounted for by the modified equity method. Inter-organizational transactions, balances, and activities have been eliminated on consolidation.

The following organizations are controlled by the University and fully consolidated in these financial statements:

- UVic Industry Partnerships (formerly University of Victoria Innovation and Development Corporation) which facilitates research partnerships between the private sector and the University.
- University of Victoria Properties Investments Inc. which manages the University's real estate holdings including the Vancouver Island Technology Park Trust.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(i) Consolidated entities

- Ocean Networks Canada Society which manages the University's VENUS and NEPTUNE ocean observatories.
- Pacific Climate Impacts Consortium which stimulates collaboration to produce climate information for education, policy and decision making.
- University of Victoria Foundation, the Foundation for the University of Victoria, and the U.S. Foundation for the University of Victoria which encourage the financial support of the University and administer the University's endowment funds.
- Byron Price & Associates Ltd. which holds land in North Saanich.

(ii) Investment in government business enterprises

Government business enterprises are accounted for by the modified equity method. Under this method, the University's investment in the business enterprise and its net income and other changes in equity are recorded. No adjustment is made to conform the accounting policies of the government business enterprise to those of the University other than if other comprehensive income exists, it is accounted for as an adjustment to accumulated surplus (deficit). Inter-organizational transactions and balances have not been eliminated, except for any profit or loss on transactions between entities of assets that remain within the entities controlled by the University.

The following organizations are controlled by the University and consolidated in these financial statements using the modified equity basis:

- Heritage Realty Properties Ltd. which manages the property rental and downtown hotel and brew-pub operation donated by the late Michael C. Williams.
- Vancouver Island Technology Park Trust which provides leased space to high-technology companies on Vancouver Island.
- GSB Executive Education Inc. provides executive training and other non-credit education.

(iii) Investment in government partnerships

Government partnerships that are business partnerships are accounted for by the modified equity method. Accounting policies of the business partnership are not conformed to those of the partners before the equity pick-up. The University is not party to any government business partnerships.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(iii) Investment in government partnerships (continued)

Government partnerships that are not wholly controlled business partnerships are accounted for under the proportionate consolidation method. The University accounts for its share of the partnership on a line by line basis on the financial statements and eliminates any inter-organizational transactions and balances. Accounting policies of the partnership, which is not a business partnership, are conformed to those of the University before it is proportionately consolidated.

The following organization is a government partnerships and is proportionately consolidated in these financial statements:

- Western Canadian Universities Marine Sciences Society (WCUMSS) which operates a marine research facility at Bamfield on the west coast of Vancouver Island. These financial statements include the University's 20% interest.

Prior to June 1, 2021, the consolidated financial statements included the University's 7.14% interest in Tri-Universities Meson Facility (TRIUMF) a joint venture which operates a research facility for sub-atomic physics located at the University of British Columbia. On June 1, 2021, the University approved an amendment to the TRIUMF Joint Venture Agreement and the transfer of assets and obligations of TRIUMF to TRIUMF INC, a federal not-for-profit corporation. As a result of these changes, TRIUMF is no longer proportionately consolidated in these financial statements. The impact of this is detailed in Note 10.

(iv) Trusts under administration

Trusts administered by the University are not consolidated in the financial statements as the assets are not held for the benefit of the University.

(v) Funds held in trust

Funds held in trust by the University as directed by agreement or statute for certain beneficiaries are not included in the University's consolidated financial statements.

(c) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments readily convertible to known amounts of cash and subject to insignificant risk of changes in value. They are held for the purpose of meeting short-term cash commitments rather than investing.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(d) Loans receivable

Loans receivable are recorded at amortized cost. Interest is accrued on loans receivable to the extent it is deemed collectable.

(e) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category

Portfolio instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Other financial instruments designated to be recorded at fair value are endowment and portfolio investments. Transaction costs related to the acquisition of investments are recorded as an expense. Sales and purchases of investments are recorded at trade date. Unrealized gains and losses on financial assets are recognized in the consolidated statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the consolidated statement of operations and accumulated surplus and related balances reversed from the consolidated statement of remeasurement gains and losses. Unrealized gains and losses in endowment investments, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when related expenses are incurred. Restricted unrealized gains spent to meet current year endowment expenses or capitalization transfers are recorded in the consolidated statement of remeasurement gains and losses. Canadian public sector accounting standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 – Unadjusted quoted market prices in an active market for identical assets or liabilities;
- Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in active markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(e) Financial instruments (continued)

(ii) Cost category

Gains and losses are recognized in the consolidated statement of operations and accumulated surplus when the financial asset is derecognized due to disposal or impairment and the gains and losses are recognized at amortized cost using the effective interest method; accounts payable and accrued liabilities and long-term debt are measured at amortized cost using the effective interest method.

The underwriting discount along with consulting fees relating to the debenture issuances are capitalized and amortized to match the term of the long-term debenture. Amortization is calculated based on the effective interest rate method.

(f) Short-term investments

Short-term investments are comprised of money market securities and other investments with maturities that are capable of prompt liquidation. Short-term investments are cashable on demand and are recorded at cost based on the transaction price on the trade date. All interest income, gains and losses are recognized in the period in which they arise.

(g) Inventories for resale

Inventories held for resale, including books, merchandise and food are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

(h) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest is capitalized during construction whenever external debt is issued to finance the construction of tangible capital assets. The cost, less residual value of the tangible capital assets, are amortized on a straight line basis over their estimated useful lives. Land is not amortized as it is deemed to have a permanent value.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Tangible capital assets (continued)

Asset	Straight line Rate
Buildings - Concrete	50 years
Buildings - Woodframe	30 years
Buildings - Heritage	35 years
Site Improvements	30 years
Equipment - Computing	3 years
Equipment - Other	8 years
Information Systems	8 years
Furnishings	8 years
Library Holdings	10 years
Ships/Vessels	25 years

(h) Non-financial assets (continued)

(i) Tangible capital assets (continued)

Donated assets are recorded at fair value at the date of donation. In unusual circumstances where fair value cannot be reasonably determined, the tangible capital asset would be recorded at a nominal value.

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art and historic assets

Works of art and historic assets are not recorded as assets in these financial statements.

(iii) Leased capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(iv) Inventories held for use

Inventories held for use are recorded at the lower of cost and replacement cost.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Employee future benefits

The costs of pension and other future employee benefits are recognized on an accrual basis over the working lives of employees as detailed in Note 8.

(j) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as restricted endowment contributions in the statement of operations and accumulated surplus for the portion to be held in perpetuity and as deferred contributions for any restricted investment income earned thereon.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and writedowns on investments where the loss in value is determined to be other-than-temporary.

(k) Pledges, gifts-in-kind and contributed services

Pledges from donors are recorded when payment is received by the University or the transfer of property is completed since their ultimate collection cannot be reasonably assured until that time. Gifts-in-kind include securities and equipment which are recorded in the financial statements at their fair market value at the time of donation. The value of contributed services is not determinable and is not recorded in the financial statements.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(l) Use of estimates

Preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the amortization period of tangible capital assets, valuation allowances for receivables and inventories, the valuation of financial instruments and assets and obligations related to employee future benefits. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(m) Foreign currency translation

Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement of financial position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or statement of financial position date is recognized in the consolidated statement of remeasurement gains and losses. In the period of settlement, any exchange gain or loss is reversed out of the consolidated statement of remeasurement gains and losses, and reflected in the consolidated statement of operations and accumulated surplus.

(n) Functional classification of expenses

Expenses on the consolidated statement of operations and accumulated surplus have been classified based on functional lines of service provided by the University. The outline of services provided by each function is as follows:

- (i) Instruction and non-sponsored research - This function includes expenses related to all direct educational delivery within the institution. This would include credit and non-credit courses, diploma, certificate and degree granting programs; continuing education; developmental education and on-line delivery. Costs associated with this function include the Deans, Directors and Chairs; instructional administration; and support staff and support costs related to these activities. Non-sponsored research is research activity funded by the university and includes faculty research start-ups; the Office of the Vice President of Research and Innovation and associated research projects; and research centres.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(n) Functional classification of expenses (continued)

- (ii) Academic and student support - This function includes activities that directly support the academic functions of the University as well as centralized functions that support individual students or groups of students. These include: libraries; records and admissions; scheduling; student service administration; student recruitment; co-op programming; counseling and career services; financial aid administration; scholarships and bursaries; student social development and recreation; Office of Indigenous Affairs; student computer labs. Also included are costs associated with Ancillary Operations (including interest and amortization) such as the bookstore and regalia; residence housing, food, conference and child care services.
- (iii) Administrative support and general expenses - This function includes activities that support the institution as a whole such as the Office of the President; the University Secretary and the Board of Governors; finance and financial operations; internal audit; budget and planning; human resources; general counsel; institutional research; and a portion of informational technology and telecommunications.
- (iv) Facility operations and maintenance - This function includes the operations and maintenance of the physical plant and plant equipment for all institutional activities; capital asset amortization expense for building, site and plant equipment; utilities; facilities administration; custodial services; landscaping and grounds keeping; major repairs and renovations; security services and capital-related interest. This function also includes the ancillary operations of parking services and the University of Victoria Broad St. properties; Heritage Realty Properties Ltd.; and University of Victoria Properties Investments Inc.
- (v) Sponsored research - This function includes research activities specifically funded by contracts with and/or grants from external organizations and undertaken within the institution to produce research outcomes. Also included are joint ventures such as TRIUMF and WCUMSS and subsidiaries such as the Pacific Climate Impacts Consortium and Ocean Networks Canada Society, solely incorporated for sponsored research.
- (vi) External engagement - This function includes all activities provided in support of ongoing external relations. These activities include advancement and development (fundraising); alumni relations; community and government relations; corporate relations; marketing and communications; ceremonies; and art galleries.

(o) Budget figures

Budget figures have been provided for comparative purposes. The budget was approved by the Board of Governors of the University on September 28, 2021 and provided to the Province. The budget is reflected in the statement of operations and accumulated surplus and the statement of changes in net debt.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

3. Cash and cash equivalents

	2022	2021
Cash	\$ 16,736	\$ 35,127
Short-term investments	146,164	131,137
Restricted cash	-	872
	\$ 162,900	\$ 167,136

Restricted cash is comprised of an escrow account balance related to TRIUMF's asset retirement obligations (see Note 10).

4. Accounts receivable

	2022	2021
Revenues receivable	\$ 17,701	\$ 20,547
Accrued interest receivable	665	1,202
Less: provision for doubtful accounts	(4,448)	(4,622)
	\$ 13,918	\$ 17,127

5. Due from governments

	2022	2021
Federal government	\$ 16,831	\$ 5,259
Provincial government	2,186	1,407
Other	267	371
	\$ 19,284	\$ 7,037



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

6. Financial instruments

Financial assets and liabilities recorded at fair value are comprised of the following:

(a) Portfolio investments

	Fair Value Hierarchy	2022	2021
Portfolio investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 173,818	\$ 166,339
Canadian equities	Level 1	1,982	16,412
Global equities	Level 1	58,160	64,770
Bonds	Level 2	2,936	16,656
Infrastructure, real estate and private equity	Level 3	20,697	21,819
		257,593	285,996
Portfolio investments at cost which approximates fair value:			
Short-term investments		-	4,305
Cash		581	1,037
Other		377	50
Total portfolio investments		\$ 258,551	\$ 291,388

(b) Restricted endowment investments

	Fair Value Hierarchy	2022	2021
Restricted endowment investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 111,706	\$ 46,251
Canadian equities	Level 1	-	43,077
Global equities	Level 1	227,172	181,799
Bonds	Level 2	-	40,938
Infrastructure and real estate	Level 3	77,173	64,933
		416,051	376,998
Restricted endowment investments at cost which approximates fair value:			
Short-term investments		-	12,814
Cash		2,186	2,963
Total restricted endowment investments		\$ 418,237	\$ 392,775



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

6. Financial instruments (continued)

(c) Derivatives (See note 14 for breakdown of debt related to derivatives):

	Fair Value Hierarchy	2022	2021
Derivatives - interest rate swaps on debt quoted at fair value:			
Province of BC floating interest rate fixed at 1.86%, commencing 2023 through 2053, unsecured	Level 2	\$ 22,235	\$ 17,241
Province of BC floating interest rate fixed at 1.90%, commencing 2024 through 2054, unsecured	Level 2	3,783	2,981
Royal Bank of Canada floating interest rate fixed at 5.38%, through an interest rate swap due in 2025, unsecured	Level 2	(141)	(403)
BC Immigrant Investment Fund floating interest rate fixed at 3.56%, commencing 2023 through 2033, unsecured	Level 2	(69)	(325)
Total derivatives		\$ 25,808	\$ 19,494

7. Loans receivable

	2022	2021
Various faculty and senior administrators		
Home relocation loans, interest free for 5 years with option for further renewal unless employment ceases, secured by second mortgages	\$ 4,464	\$ 4,639
Heritage Realty Properties Ltd.		
Promissory note receivable, interest at Royal Bank Prime + 2.0%, due March 31, 2023, secured by an unregistered equitable mortgage	10,634	9,608
Vancouver Island Technology Park Trust loans receivable		
Interest at 5.13%, due April 2030, unsecured	7,510	8,242
Interest at 6.13%, due April 2030, unsecured	1,887	2,061
	\$ 24,495	\$ 24,550



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

8. Employee future benefits

Employee future benefits arise in connection with the University's group life insurance and accumulated sick leave plans. The University also maintains pension plans, and other retirement and supplementary benefit arrangements for substantially all of its continuing employees.

Summary of employee future benefit assets:

		2022	2021
Staff pension plan	(Note 8(a)(ii))	\$ (37,049)	\$ (28,189)
Supplemental pension obligations	(Note 8(a))	9,043	8,854
Special accumulated sick leave	(Note 8(b))	2,806	2,738
Basic group life insurance plan		897	891
		\$ (24,303)	\$ (15,706)

(a) Pension benefits

(i) Combination plan

The pension fund for full-time continuing faculty and administrative and academic professional staff is referred to as the Combination Plan. The plan's benefits are derived primarily from defined contributions with a defined benefit minimum. The plan has been accounted for as a defined contribution plan. The employees make contributions equal to 4.00% of salary up to the year's maximum pensionable earnings ("YMPE") plus 6.00% of salary in excess of the YMPE. The University makes contributions equal to 6.37% of salary up to the YMPE plus 8.00% of salary in excess of the YMPE. The university also contributes 4.00% of salary to fund the defined benefit minimum. The latest actuarial valuation for funding purposes as at December 31, 2018 showed that the accrued formula pension benefit liabilities of the Combination Plan were fully funded. The next valuation will be as at December 31, 2021 and is expected to be completed in September 2022. A solely defined contribution plan is available for part-time faculty and administrative and academic professional staff who meet certain eligibility criteria. The University has made contributions to these two plans during the year of \$25,885,000 (2021 - \$24,142,000) and recorded them as a pension expense.

The University provides supplemental pensions in excess of those provided under registered plans. They are fully funded out of the general assets of the University. The accrued liabilities of these arrangements total \$9,043,000 as at March 31, 2022 (2021 - \$8,854,000). The University paid supplemental benefits of \$397,000 in the year (2021 - \$265,000) and recorded employee benefit expense of \$324,000 (2021 - \$256,000).



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan

The Staff Pension Plan (the "Plan") is a contributory defined benefit pension plan made available to regular staff employees that are eligible to join the Plan. The Plan provides pensions based on credited service and final average salary. Based on membership data as at the last actuarial valuation as at December 31, 2019, the average age of the 1,190 active employees covered by the Plan is 48.1. In addition, there are 618 former employees who are entitled to deferred pension benefits averaging \$279 per month. At December 31, 2019, there were 857 pensioners receiving an average monthly pension of \$1,000. The employees make contributions equal to 4.86% of salary that does not exceed the YMPE plus 6.61% of salary in excess of the YMPE. A separate pension fund is maintained. The University makes contributions to the plan in line with recommendations contained in the actuarial valuation. Though the University and the employees both contribute to the pension fund, the University retains the full risk of the accrued benefit obligation. The pension fund assets are invested primarily in Universe bonds and equities.

The University has made contributions to the Plan during the year of \$6,350,000 (2021 – \$6,264,000). The Plan paid benefits in the year of \$14,204,000 (2021 – \$11,833,000).

The pension asset at March 31 includes the following components:

	2022	2021
Accrued benefit obligation	\$ 266,223	\$ 255,957
Pension fund assets	(324,743)	(321,853)
	(58,520)	(65,896)
Unamortized actuarial gains	21,471	37,707
Net asset	\$ (37,049)	\$ (28,189)

Actuarial valuations are performed triennially using the projected benefit prorated method. The latest triennial actuarial valuation completed as at December 31, 2019 reported a going concern surplus and a solvency deficiency (i.e. if the plan were to be wound up on that date) of \$87,417,000. The next required valuation will be as at December 31, 2022, which will be completed in the summer of 2023. The *Pension Benefits Standards Act* of British Columbia requires minimum annual contributions or the use of letters of credit to fund a portion of the solvency deficiency. The University has chosen to arrange a letter of credit in the amount of \$29.2 million at March 31, 2022 (2021 – \$28.5 million) to satisfy the contribution requirements through 2022.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan (continued)

This letter of credit will be reassessed in conjunction with the next plan valuation and updated solvency funding level. The accrued benefit obligation shown for 2022 is based on an extrapolation of that 2019 valuation. There is an unamortized gain to be amortized on a straight-line basis over the expected average remaining service life of the related employee group (9 years).

The actuarial valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases and employee turnover and mortality. The assumptions used reflect the University's best estimates. The expected inflation rate is 2%. The discount rate used to determine the accrued benefit obligation is 5.7%. Pension fund assets are valued at market value as at March 31, 2022. Prior year pension fund assets are valued as at December 31, 2020.

The expected rate of return on pension fund assets is 5.7%. The actual rate of return on Plan assets in 2022 was 2.8%. The total expenses related to pensions for the fiscal year ending, include the following components:

	2022	2021
Current period benefit cost	\$ 8,647	\$ 8,403
Amortization of actuarial gains	(4,838)	(1,521)
	3,809	6,882
Less: Employee contributions	(2,437)	(2,325)
Pension benefit expense	1,372	4,557
Interest cost on the average accrued benefit obligation	14,642	14,060
Expected return on average pension plan assets	(18,233)	(15,658)
Pension interest income	(3,591)	(1,598)
Total pension expense/(income)	\$ (2,219)	\$ 2,959

The Supplementary Retirement Benefit Account is a separate fund available to provide pensioners over the age of 65 with supplemental indexing against inflation beyond that provided by the basic plan above. It is accounted for as a defined contribution plan, with University contributions during the year of \$129,000 (2021 – \$129,000).



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(b) Special accumulated sick leave benefit liability

Certain unionized employees of the University are entitled to a special vested sick leave benefit in accordance with the terms and conditions of their collective agreements. Employees who accumulate and maintain a minimum balance of regular sick leave may opt to transfer sick days into this special accumulating and vested benefit. The University recognizes a liability and an expense as days are transferred into this benefit. At March 31, 2022 the balance of this special accumulated sick leave was \$2,806,000 (2021 – \$2,738,000).

(c) Other long-term disability plan

An insured long-term disability plan funded entirely by the University was commenced for other staff on July 1, 2000. The University contribution for the year ending March 31, 2022 was \$1,308,000 (2021 – \$1,304,000).

9. Investments in government business enterprises

The University controls three profit-oriented subsidiaries which are recorded using the modified equity method of accounting. The three entities are Heritage Realty Properties Ltd., Vancouver Island Technology Park Trust and GSB Executive Education Inc.

Condensed financial information of these government business enterprises are as follows:

	2022	2021
Equity at beginning of year	\$ 1,565	\$ 3,245
Dividends/distributions paid	(1,002)	(1,637)
Net earnings (loss)	524	(43)
Equity at end of year	1,087	1,565
Dividends/distributions payable	7,449	7,056
Investment in government business enterprises	\$ 8,536	\$ 8,621

Change in equity in government business enterprises:

	2022	2021
Assets	\$ 36,298	\$ 39,112
Liabilities	(35,211)	(37,547)
Equity	\$ 1,087	\$ 1,565



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

9. Investments in government business enterprises (continued)

Consolidated Statement of Operations

	2022	2021
Revenue	\$ 17,833	\$ 14,070
Expenses	(17,309)	(14,113)
Surplus (deficit) for the year	\$ 524	\$ (43)

10. Investments in government partnerships

The University is one of five university members of the Western Canadian Universities Marine Sciences Society (WCUMSS) for marine field research. The University provided a grant to the Society in 2022 of \$273,400 (2021 – \$273,400). WCUMSS financial results are proportionately consolidated with those of the University based upon the University's share of its total contributions of 20% (2021 – 20%).

Prior to June 1, 2021, the consolidated financial statements included the University's 7.14% interest (2021 - 7.14%) in Tri-Universities Meson Facility (TRIUMF) a joint venture which operates a research facility for sub-atomic physics located at the University of British Columbia. On June 1, 2021, the University approved an amendment to the TRIUMF Joint Venture Agreement and the transfer of assets and obligations of TRIUMF to TRIUMF INC, a federal not-for-profit corporation. As a result of these changes, TRIUMF is no longer proportionately consolidated in these financial statements.

The proportionate amounts included in these consolidated financial statements are as follows:

Consolidated Statement of Financial Position

	2022	2021
Financial assets	\$ 359	\$ 4,423
Liabilities	(375)	(3,057)
Net assets	(16)	1,366
Non-financial assets	1,320	1,289
Accumulated surplus	\$ 1,304	\$ 2,655

Consolidated Statement of Operations

	2022	2021
Revenue	\$ 301	\$ 6,801
Expenses	(2,002)	(6,581)
Surplus (deficit) for the year	\$ (1,701)	\$ 220



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

10. Investments in government partnerships (continued)

TRIUMF's assets and liabilities have not been included in the consolidated statement of financial position as at March 31, 2022. The accumulated surplus before removal of TRIUMF on June 1, 2021, was \$1,299,000. The removal resulted in an increase of supplies and services expense of \$1,299,000 included in the consolidated statement of operations for the year ended March 31, 2022. As of March 31, 2022, the impact of removing TRIUMF from the consolidated financial statements is as follows:

	2022	2021
Financial Assets (before removal of TRIUMF)	\$ 3,957	\$ 3,957
Removal of TRIUMF	(3,957)	-
Financial Assets, end of year	-	3,957
Liabilities (before removal of TRIUMF)	(2,658)	(2,658)
Removal of TRIUMF	2,658	-
Liabilities, end of year	-	(2,658)
Accumulated Surplus before removal of TRIUMF)	1,299	1,299
Removal of TRIUMF	(1,299)	-
Accumulated Surplus, end of year	\$ -	\$ 1,299

11. Accounts payable and accrued liabilities

	2022	2021
Accounts payable and accrued liabilities	\$ 35,237	\$ 28,752
Salaries and benefits payable	6,496	6,788
Accrued vacation pay	13,011	12,170
	\$ 54,744	\$ 47,710



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

12. Deferred contributions

Deferred contributions are comprised of funds restricted for the following purposes:

	2022	2021
Specific purpose (including endowment earnings)	\$ 140,217	\$ 160,814
Research	103,790	79,942
Capital	12,785	1,187
	\$ 256,792	\$ 241,943

	2022			Total	2021
	Specific Purpose	Research	Capital		
Balance, beginning of year	\$ 160,814	\$ 79,942	\$ 1,187	\$ 241,943	\$ 173,404
Contributions and endowment investment income	21,283	122,767	12,273	156,323	198,278
Revenue recognized from deferred contributions	(41,880)	(98,919)	(675)	(141,474)	(129,739)
Balance, end of year	\$ 140,217	\$ 103,790	\$ 12,785	\$ 256,792	\$ 241,943

The balance shown under specific purpose includes accumulated unrealized gains of \$51,083,000 (2021 – \$86,566,000) from endowment investments.

13. Deferred capital contributions

Contributions that are restricted for capital are referred to as deferred capital contributions. Amounts are recognized into revenue at the same rate that amortization of the related tangible capital asset is recorded. Treasury Board provided direction on accounting treatment as disclosed in Note 2(a). Changes in the deferred capital contributions balance are as follows:

	2022	2021
Balance, beginning of year	\$ 430,999	\$ 428,738
Contributions received during the year	33,176	29,688
Revenue from amortization of deferred capital contributions	(27,802)	(27,427)
Balance, end of year	\$ 436,373	\$ 430,999



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

14. Debt

Debt reported on the consolidated statement of financial position is comprised of the following (see note 6 (c) for related derivative information):

	2022	2021
Province of British Columbia Commercial paper financing for Student Housing and Dining project to be converted in 2023 and 2024 to term loans due in 2053 and 2054, unsecured <i>(Note 14(c))</i>	\$ 122,470	\$ 87,114
Royal Bank of Canada 5.38% term loan due 2024, unsecured	3,443	4,468
Province of British Columbia 2.28% bond due 2023, unsecured	3,822	3,858
British Columbia Immigrant Investment Fund 2.48% term loan due 2023, unsecured	6,227	6,701
Province of British Columbia 4.82% bond due 2027, unsecured, with annual sinking fund payments of \$327,000	10,800	10,800
Province of British Columbia 4.74% bond due 2038, unsecured, with annual sinking fund payments of \$302,000	10,000	10,000
Great West Life Insurance Company 5.13% term loan due 2030, unsecured	7,510	8,242
Debt	\$ 164,272	\$ 131,183



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

14. Debt (continued)

(a) Principal repayments

Anticipated annual principal repayments, including sinking fund instalments and maturities, due over the next five years and thereafter are as follows:

	Sinking Fund	Other	Total
2023	\$ 629	\$ 2,376	\$ 3,005
2024	629	9,068	9,697
2025	629	5,686	6,315
2026	629	4,595	5,224
2027	629	4,720	5,349
Thereafter	932	117,027	117,959
	\$ 4,077	\$ 143,472	\$ 147,549

(b) Sinking Fund Investments

Sinking fund investments are held and invested by the Province of British Columbia. These funds totaling \$11,997,000 (2021 – \$12,043,000) will provide for the retirement at maturity of \$20,800,000 of debt issued to the Province. The amount forms part of the portfolio investments balance shown on the Consolidated Statement of Financial Position.

(c) Student Housing and Dining project financing

The University is authorized by the Province of British Columbia to borrow \$122,654,000 in order to finance a portion of the construction costs of the Student Housing and Dining (SHD) project. The debt related to the SHD project is \$122,470,000 as at March 31, 2022 (2021 – \$87,114,000). This debt is financed by short term commercial paper loans which will be converted to 30 year term loans at completion of the SHD project in two phases in 2023 and 2024. As at March 31, 2022, the University holds two commercial paper loans with balances of \$65,000,000 and \$57,470,000 and interest rates of 0.14% and 0.79%, respectively.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

15. Tangible capital assets

Cost	Balance as at March 31, 2021	Additions	Disposals	Balance as at March 31, 2022
Land	\$ 22,582	\$ -	\$ -	\$ 22,582
Site improvements	49,274	2,417	-	51,691
Buildings	953,170	109,295	(1,270)	1,061,195
Equipment and furnishings	190,964	20,789	(12,750)	199,003
Information systems	18,441	-	-	18,441
Computer equipment	16,563	2,144	(3,539)	15,168
Library holdings	34,664	1,198	(3,714)	32,148
Total	\$ 1,285,658	\$ 135,843	\$ (21,273)	\$ 1,400,228

Accumulated amortization	Balance as at March 31, 2021	Disposals	Amortization	Balance as at March 31, 2022
Site improvements	\$ 23,620	\$ -	\$ 1,420	\$ 25,040
Buildings	290,387	(267)	18,655	308,775
Equipment and furnishings	98,273	(12,750)	20,437	105,960
Information systems	18,441	-	-	18,441
Computer equipment	9,984	(3,539)	3,940	10,385
Library holdings	20,198	(3,714)	3,001	19,485
Total	\$ 460,903	\$ (20,270)	\$ 47,453	\$ 488,086

Net book value	March 31, 2022	March 31, 2021
Land	\$ 22,582	\$ 22,582
Site improvements	26,651	25,654
Buildings	752,420	662,783
Equipment and furnishings	93,043	92,691
Computer equipment	4,783	6,579
Library holdings	12,663	14,466
Total	\$ 912,142	\$ 824,755



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

15. Tangible capital assets (continued)

(a) Contributed tangible capital assets:

Additions to equipment and furnishings and computers include the following contributed tangible capital assets:

	2022	2021
Equipment and furnishings	\$ 224	\$ 69

(b) Assets under construction

Assets under construction comprised of buildings having a value of \$163,640,000 (2021 – \$65,333,000) and equipment having a value of \$17,209,000 (2021 – \$14,219,000) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

(c) De-recognition of tangible capital assets

The de-recognition of tangible capital assets during the year had an original cost of \$20,003,000 (2021 – \$21,896,000) and related to fully amortized assets with a net book value of \$nil (2021 – \$nil). The de-recognition of capital assets from the deconstruction of existing buildings on the site of the Queenswood Campus Child Care Centre had an original cost of \$1,270,000 related to assets with a net book value of \$1,003,000.

16. Financial risk management

The University has exposure to the following risks from its use of financial instruments: credit risk, price risk and liquidity risk. The Board of Governors ensures that the University has identified major risks and management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from the amounts receivable and from fixed income assets held by the University.

The University manages amounts receivable by using a specific bad debt provision when management considers that the expected recovery is less than the account receivable.

The entity is exposed to credit risk through its accounts receivable from students. This risk is managed by limiting the extent of credit granted to students and by monitoring the collection of receivables.

The University limits the risk in the event of non-performance related to fixed income holdings by dealing principally with counter-parties that have a credit rating of A or higher as rated by the Dominion Bond Rating Service or equivalent. The credit risk of the University investments at March 31, 2022 is \$419,041,000 (2021 – \$401,377,000).



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

16. Financial risk management (continued)

(a) Credit risk (continued)

The following shows the percentage of fixed income holdings in the portfolio by credit rating:

Credit Rating	%
AAA	13.9%
AA	11.9%
A	11.1%
BBB	6.7%
BB and below	3.0%
Mortgages	14.1%
Foreign exchange	0.3%
Cash and short-term	
R1 high	12.4%
R1 mid	0.6%
R1 low	26.0%
	100.0%

(b) Price risk

Price risk includes market risk and interest rate risk.

Market risk relates to the possibility that the investments will change in value due to fluctuations in market prices. The objective of market risk management is to mitigate market risk exposures within acceptable parameters while optimizing the return on risk. This risk is mitigated by the investment policies for the respective asset mixes to be followed by the investment managers, the requirements for diversification of investments within each asset class and credit quality constraints on fixed income investments. Market risk can be measured in terms of volatility, i.e., the standard deviation of change in the value of a financial instrument within a specific time horizon.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

16. Financial risk management (continued)

(b) Price risk (continued)

Based on the volatility of the University's current asset class holdings, the net impact on market value of each asset class is shown below.

Asset Class		Estimated Volatility (% change)
Bonds	+/-	5.8%
Canadian equities	+/-	20.0%
Global equities	+/-	18.0%
Real estate	+/-	12.5%
Infrastructure	+/-	12.5%
Private equity	+/-	21.0%
Benchmark for Investments		Net Impact on Market Value
FTSE Canada Universe Bond index	+/-	\$ 15,827
S&P/TSX Composite index	+/-	396
MSCI All Country World Index	+/-	51,333
Canadian Consumer Price Index (Real Estate)	+/-	7,169
Canadian Consumer Price Index (Infrastructure)	+/-	4,793
Canadian Consumer Price Index (Private Equity)	+/-	87

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The value of fixed-income and debt securities, such as bonds, debentures, mortgages or other income-producing securities is affected by interest rates. Generally, the value of these securities increases if interest rates fall and decreases if interest rates rise.

It is management's opinion that the University is exposed to market or interest rate risk arising from its financial instruments. Duration is an appropriate measure of interest rate risk for fixed income funds as a rise (fall) in interest rates will cause a decrease (increase) in bond prices; the longer the duration, the greater the effect. Duration is managed by the investment manager at the fund level. At March 31, 2022, the modified duration of all fixed income in aggregate was 3.6 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 3.6%; contrarily, if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 3.6%.

The University's debt is fixed rate; accordingly, changes in interest rates do not impact interest payments but may impact the fair value of such debt and the fair value of related derivatives (interest rate swaps on debt). The University uses interest rate swaps to lock in interest rates on future debt issues to protect against rising interest rates.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

16. Financial risk management (continued)

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due. The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

17. Accumulated surplus

Accumulated surplus is comprised of the following:

	2022	2021
Endowments	\$ 418,237	\$ 392,775
Invested in capital assets	331,004	282,858
Internally restricted	140,897	156,741
Unrestricted	28,964	58,708
Accumulated remeasurement gains	26,178	28,257
	\$945,280	\$ 919,339

Endowments consist of restricted donations and capitalized investment income to be held in perpetuity.

Invested in capital assets consist of unrestricted funds previously spent on capital assets and debt repayment.

Internally restricted funds consist of balances set aside or appropriated by the Board of Governors for equipment replacement, capital improvements and other non-recurring expenditures.

Unrestricted funds consist primarily of balances arising from the University's ancillary and specific purpose funds, and consolidated entities.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

18. Endowments

Changes to the endowment principal balances, not including remeasurement gains/losses, (see note 12 for accumulated unrealized gains/ losses on restricted endowment investments) are as follows:

	2022	2021
Balance, beginning of year	\$ 392,775	\$ 374,307
Contributions received during the year	12,056	14,327
Invested income and donations capitalized	13,406	2,606
Funding of previous years capitalization to endowment	-	1,535
Balance, end of year	\$ 418,237	\$ 392,775

The balance shown does not include endowment principal with fair value of \$8,300,000 (2021 – \$8,187,000) and book value of \$4,820,000 (2021 – \$4,820,000) held by the Vancouver Foundation. The excluded principal is not owned or controlled by the University, but income from it is paid to the University to be used for specific purposes.

19. Contractual rights

The University may, from time to time, enter into contracts or agreements in the normal course of operations that result in future assets or revenue. One example of such agreements is multi-year research funding agreements, whereby the University has the opportunity to earn revenue in future years by incurring qualified expenditures. These funding agreements do not abnormally impact the University's financial position and do not guarantee the university the right to future funding.

20. Contractual obligations

The nature of the University's activities can result in multiyear contracts and obligations whereby the University will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	2023	2024	2025	2026	2027
Construction contracts	\$ 34,172	\$ 42,944	\$ 13,777	\$ 111	\$ -
Operating leases	347	157	157	86	
Total	\$ 34,519	\$ 43,101	\$ 13,934	\$ 197	\$ -



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

21. Contingent liabilities

The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of business. It is management's opinion that the aggregate amount of any potential liability is not expected to have a material adverse effect on the University's financial position or results.

The University is one of 58 Canadian university subscribers to CURIE, which has provided property and liability insurance coverage to most campuses other than Quebec and Prince Edward Island since 1988. The anticipated cost of claims based on actuarial projections is funded through member premiums. Subscribers to CURIE have exposure to premium retro-assessments should the premiums be insufficient to cover losses and expenses.

22. Expenses by object

The following is a summary of expenses by object:

	2022	2021
Salaries and wages	\$ 363,199	\$ 340,135
Employee benefits	60,399	62,035
Travel	4,134	1,868
Supplies and services	84,024	72,048
Equipment rental and maintenance	10,730	9,794
Utilities	8,353	7,159
Scholarships, fellowships and bursaries	50,953	47,154
Cost of goods sold	8,581	5,127
Interest on long-term debt	2,334	2,446
Amortization of tangible capital assets	47,453	47,174
	\$ 640,160	\$ 594,940

23. Trusts under administration

(a) University of Victoria Long-Term Disability Trust

The University administers an employee-funded long-term disability plan for faculty and administrative and academic professional staff. The University does not contribute to or control the plan. The long-term disability plan's assets and liabilities have not been included in the consolidated statement of financial position. The plan's operations have not been included in the consolidated statement of operations and accumulated surplus



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2022

(tabular figures in thousands of dollars)

23. Trusts under administration (continued)

- (a) University of Victoria Long-Term Disability Trust (continued)

As of March 31, 2022, the balances of the long-term disability plan are as follows:

	2022	2021
Assets	\$ 20,703	\$ 20,952
Accrued benefit obligation	(28,935)	(21,398)
	\$ (8,232)	\$ (446)

- (b) Funds held in trust

Funds held in trust are funds held on behalf of autonomous organizations, agencies, and student societies having a close relationship with the University. These funds are not reported on the University's consolidated statement of financial position (2022 – \$4,238,000; 2021 – \$3,750,000).

24. Supplemental cash flow information

	2022	2021
Cash paid for interest	\$ 1,865	\$ 1,958

25. Related party transactions

The University is related through common control to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities, unless disclosed separately, are considered to be in the normal course of operations and are recorded at the exchange amount. The university accounts for its controlled entities, government business enterprises and government partnerships as outlined in Note 2(b). During the year ended March 31, 2022, there have been no material transactions between the university and its key management personnel or their close family members.



UNIVERSITY OF VICTORIA

**SCHEDULE OF DEBT
MARCH 31, 2022**

	PRINCIPAL	INTEREST RATE	DUE	NET LIABILITY
	(in dollars)			(in dollars)
Province of British Columbia commercial paper (to be converted to term loans in 2023 and 2024)	\$122,469,777	see note	see note	\$122,469,777
Province of British Columbia bond	10,800,000	4.820	2027	10,800,000
Province of British Columbia bond	10,000,000	4.740	2038	10,000,000
Royal Bank of Canada Bankers Acceptances (converted to term loan through interest rate swap)	3,442,864	5.380	2024	3,442,864
Great West Life Assurance Company term loan	7,510,448	5.130	2030	7,510,448
Province of British Columbia bond	3,821,812	2.283	2023	3,821,812
InBC Investment Corp. Fund term loan	6,226,994	2.4796	2023	6,226,994
				<u>\$ 164,271,895</u>
Total long term debt secured by debt instruments				<u>\$ 164,271,895</u>

Note - The University is authorized by the Province of British Columbia to borrow \$122,654,000 in order to finance a portion of the construction costs of the Student Housing and Dining (SHD) project. The debt related to the SHD project is \$122,470,000 as at March 31, 2022 (2021 – \$87,114,000). This debt is financed by short term commercial paper loans which will be converted to 30 year term loans at completion of the SHD project in two phases in 2023 and 2024. As at March 31, 2021, the University holds two commercial paper loans with balances of \$65,000,000 and \$57,470,000 and interest rates of 0.14% and 0.79%, respectively.

UNIVERSITY OF VICTORIA

SCHEDULE OF GUARANTEE OR INDEMNITY AGREEMENTS

This organization has not given any guarantees or indemnities, approved under the Guarantees and Indemnities Regulation during fiscal 2021-22.

This statement is produced under the *Financial Information Regulation*, Schedule 1, subsection 5.

UNIVERSITY OF VICTORIA
STATEMENT OF SEVERANCE AGREEMENTS

There were two severance agreements representing nine to twelve months of compensation made between the University of Victoria and non-unionized employees during fiscal 2021-2022.

This statement is produced under the *Financial Information Regulation*, Schedule 1, subsection 6 (7).

UNIVERSITY OF VICTORIA

**SCHEDULE OF BOARD OF GOVERNORS REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2022**

No remuneration is paid to any member of the Board of Governors for Board activity.

<u>Chancellor and Order-In-Council Members:</u>	<u>Expenses (\$)</u>
Rogers, Shelagh	Chancellor (to December 31, 2021) 2,905
Buller, Marion	Chancellor (from January 1, 2022) 9,022
McIntyre, Cathy	BOG - Chair (to June 28, 2021) 1,208
	- Member - Order in Council (to July 31, 2021)
Zussman, David	BOG - Chair (from June 28, 2021) 1,023
Thoms, Carolyn	BOG - Vice-Chair (from June 28, 2021) 115
Alexander, Merle	BOG - Member - Order in Council -
Barbon, Keith	BOG - Member - Order in Council 49
Blair, Josh	BOG - Member - Order in Council (from July 31, 2021) 2,867
Callahan, Marilyn	BOG - Member - Order in Council 115
Ramsey, Paul	BOG - Member - Order in Council
Van Ruyven, Beverley	BOG - Member - Order in Council 428
<u>Student Members:</u>	
Fairley, Katherine	BOG - Student Member (to June 30, 2021) -
Watts, Juliet	BOG - Student Member (to June 30, 2021) -
Foster, David	BOG - Student Member (from July 1, 2021) 115
Granirer, Jonathan	BOG - Student Member (from July 1, 2021) 49
	\$ 17,896
<u>President, Faculty and Staff Members:</u>	
Hall, Kevin	President
Monahan, Adam	Faculty Member
Prendergast, Monica	Faculty Member
Bedi, Shaloo	Staff Member

Note: The remuneration and expenses of the President and the Faculty and Staff who are members of the Board are listed in the Schedule of Employees' Remuneration and Expenses.

UNIVERSITY OF VICTORIA
SCHEDULE OF EMPLOYEES' REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2022

Remuneration includes salary and wages of University employees, including payments to employees for services performed over and above their regular duties, and payments to employees in connection with retirement (*).

Reimbursement of work-related expenses represents payments for costs incurred by employees in connection with their duties. These include travel expenses, memberships, tuition, relocation (**), vehicle expenses, extraordinary hiring expenses, registration fees and similar amounts.

Both remuneration and expenses include amounts provided from grants and contracts administered by the University.

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Abeyirigunawardena, Dilumie	87,437	-	Andrews, Joy	79,244	851
Adam, Martin	126,828	98	Angus, Miranda	89,271	-
Adam, Ruth	99,553	516	Angus, Veryan	96,580	-
Adams, David	99,674	290	Anslow, Faron	94,955	-
Adams, Michael	146,890	-	Antliff, Allan	154,584	1,500
Adams, Sean	85,880	-	Aquart, Catherine	77,343	176
Adjin-Tetty, Elizabeth	209,346	583	Aragon, Janni	147,784	-
Agathoklis, Panajotis	216,800	1,792	Archibald, John	196,233	962
Aghaei, Omid	77,412	440	Arneil, Stewart	98,441	-
Aguirre, Kelly	78,108	4,443 **	Arnold, Devin	98,783	1,459
Ahearne, Suzanne	79,346	-	Aro, Cheryl	117,217	1,558
Ahmedi, Keivan	121,112	483	Arrojado, Mark	96,097	15,034 **
Ahsani, Vahid	88,434	-	Asch, Jessica	81,299	4,440
Aikau, Hokulani	118,844	24,292 **	Atchison, Trish	98,353	814
Ainsworth, Kimberley	114,361	28	Atkinson, David	161,801	-
Akbari, Mohsen	137,628	1,487	Audebert, Audrey	76,980	-
Albert, Jeff	131,784	3,248	Auld, M.	164,898	-
Albert, Justin	128,687	1,372	Ausio, Juan	188,974	203
Albert, Katelin	94,459	-	Awatramani, Gautam	152,624	-
Alexandrowicz, Conrad	119,997	597	AZAM, Md Shafiq	75,713	-
Alfaro, Claudio	82,294	-	Baboula, Evanthia	133,175	-
Allan, Bentley	106,579	1,263	Babul, Arif	167,807	714
Allan, Billie	122,004	1,210	Bacon, Matthew	78,412	-
Allen, Amy	83,461	683	Baggs, Jen	176,899	844
Allen, Geraldine	161,226	-	Bailey, Chris	80,504	-
Altawy, Riham	126,766	2,034	Bailey, Kelly	91,359	-
Ames, Megan	110,273	1,502	Baillie, Gregory	79,365	451
Ami, Nan	78,518	135	Bailly, Nicolai	84,825	1,120
Andersen, Carrie	177,580	1,502	Bakken, David	87,948	-
Andersen, Leigh	120,640	-	Ball, Jessica	161,198	902
Anderson, Debra	107,801	184	Ban, Natalie	128,186	5,482
Anderson, Timothy	111,667	2,642	Bancroft, Corinne	88,175	1,120

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Banerjee, Sikata	182,964	2,437	Bhiladvala, Rustom	138,908	-
Baniasadi, Amirali	162,981	6,738	Biddiscombe, A	157,073	-
Barath, Annette	84,914	-	Biffard, Benjamin	88,859	-
Barnas, Laurie	117,551	-	Binges, Bradley	77,343	170
Barnes, Rebecca	96,172	491	Bird, Sonya	129,627	248
Barnhardt, Don	223,670	2,790	Bird, William	98,690	568
Barnhardt, Laurie	127,020	1,853	Black, Timothy	143,516	-
Baron, Andrew	89,541	8,761	Blackburn, Arthur	111,396	828
Barr, Christopher	93,197	-	Blades, David	90,792	-
Bartlett, Kevin	100,167	859	Blair, William	129,478	-
Bashir, Rizwan	122,501	-	Blake, Katherine	118,130	1,079
Bassi, Navdeep	150,550	3,275	Blank, G.	160,189	1,171
Bastien, Francois	149,052	1,324	Blenkin, Johanne	75,000	-
Batchelor, Karen	86,891	2,462	Bligh, Sandra	148,828	2,569
Bates, Amanda	105,254	18,786 **	Bodden, Michael	124,716	-
Batur, Levent	97,831	-	Boehnert, Krista	91,140	-
Baum, Julia	165,837	8,394	Boggs, Linda	87,902	-
Bavin, Marc	107,488	777	Bohne, Cornelia	196,432	486
Bazalova, Magdalena	142,330	154	Bomford, Lionel	124,299	-
Bazett, Trefor	77,918	1,190	Bon, Ray	80,189	222
Beam, Sara	149,627	-	Bond, Jason	82,387	100
Beaucamp, Craig	89,587	329	Bone, Christopher	127,373	2,186
Beaulieu, Gregory	144,039	5,209	Bonner, Michelle	153,772	599
Beaumont, Cheryl	87,329	1,840	Book, Shane	119,412	819
Beaveridge, Chandra	122,187	359	Boraston, Alisdair	167,757	-
Bebbington, Tina	120,171	-	Boraston, Catherine	100,724	-
Bedi, Shailoo	165,138	4,513	Bornemann, Jens	215,285	924
Bedward, Raemur	99,456	-	Borrows, John	300,666	1,653
Beecroft, V. Lynne	88,998	-	Borycki, Elizabeth	165,385	-
Begoray, Deborah	171,780	34	Bose, Christopher	163,658	3,123
Belcourt, Tina	81,626	475	Bose, Neilesh	132,309	32,726
Bell, Keith	94,452	-	Boudinot, David	99,131	574
Benedik, Stephanie	75,747	-	Boudreault-Fournier, Alexandrine	132,231	3,989
Bengtson, Jonathan	226,493	1,610	Boulanger, Martin	155,159	-
Bengtson, Susan	121,155	1,940	Boulet, Nicole	83,938	2,928
Benner, Judith	87,546	4,831	Bourguiba, Imen	84,681	100
Benner, Leah	82,094	-	Bowman, Laurel	137,700	982
Bennett, Colin	114,334	350	Boyarin, Shamma	106,165	-
Benson, Karla	100,647	459	Boyd, Susan	135,891	802
Benstead, Matthew	92,020	-	Boyer, Wanda	148,663	11,553
Berg, Celina	122,267	189	Boyle, Patrick	117,803	-
Berg, David	154,622	-	Braam, Nicolas	75,243	-
Bergeron, Crystal	77,343	95	Bradley, Colin	193,897	1,150
Berry, David	97,585	143	Bradley, Nicholas	130,756	-
Bertoni, Katherine	138,044	961	Bramadat, Paul	175,540	630
Best, Tricia	125,212	3,890	Brandes, Oliver	132,332	2,630
Bettaglio, Maria	97,308	572	Brandl, Kristin	175,635	8,656
Bhat, Ashoka	185,901	3,644	Branzan Albu, Alexandra	165,715	3,187

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Breau, Susan	228,977	6,743	Capson, David	247,569	1,649
Brendle-Moczuk, Daniel	122,216	-	Card, Kiffer	80,936	740
Brenna-Smith, Susan	94,832	534	Carodenuto, Sophia	99,664	7,025
Brewer, Bonny	88,399	-	Carriere, Jeannine	167,863	-
Briant, Douglas	131,489	332	Carroll, Simon	86,859	340
Bridge, Mark	156,770	-	Carroll, William	203,750	5,735
Bridgens, Gary	143,595	812	Carson, Luke	144,102	-
Bristow, David	129,044	457	Carter, Randy	84,981	411
Brolo, Alexandre	187,346	2,562	Caruncho, Hector	189,325	1,382
Broome, David	89,076	-	Cascon, C. Keith	102,222	423
Brophey, Alison	77,343	498	Case, Ian	130,908	34
Brousselle, Astrid	171,022	64	Casey, Marguerite	93,197	333
Brown, Craig	150,704	341	Cassar, Marthese	79,743	697
Brown, Graham	210,659	393	Cassar, Peter	79,164	28
Brown, Lucinda	100,220	-	Cassels, James	315,145	2,513
Bruce, Charlotte	76,879	34	Castle, David	208,444	-
Bruce, Winnifred Anne	114,560	-	Castleden, Heather	123,999	23,864 **
Brunet-Jailly, Emmanuel	167,766	6,786	Castonguay, Annye	92,075	102
Brussow, Dirk	97,042	9,841	Castor, Jes	91,608	-
Bryan, Bradley	132,731	-	Caws, Catherine	156,049	5,604
Bryden, Penny	175,812	120	Cazes, Helene	162,467	3,603
Brydon, Marni	128,911	6,065	Ceroni, Paula	80,490	-
Bub, Daniel	185,118	-	Chan, Kathryn	145,300	2,316
Buckham, Bradley	180,768	4,959	Chan, Katy	84,914	-
Buckley, Heather	119,596	1,070	Chan, Laura	80,498	53
Budney, Ryan	116,773	1,267	Chang, Patrick	93,197	-
Bui, Alice	82,910	-	Chapman, Alison	168,960	-
Bunton, Martin	147,334	64	Charlton, Tricia	77,343	-
Burchill, Timothy	110,720	-	Chau, Angie	102,838	-
Burdett, Alexander	115,382	-	Cheema, Kanwaljit	100,890	10,089
Burdick, Richard	95,964	-	Chemerika, Kimberly	107,313	-
Burford, Neil	237,209	225	Chen, Jacky	77,343	-
Burke, John	143,587	3,852	Chen, Yan	93,668	-
Burrige de Moscoso, Ashley	122,600	-	Chen, Yu-Ting	112,432	663
Butler-Palmer, Carolyn	121,331	4,866	Chen, Zhongping	146,135	675
Butterfield, Benjamin	147,680	1,670	Chernick, Erin	112,429	2,291
Butterfield, Christopher	159,660	4,243	Chester, Sean	121,175	49
Butterfield, Jane	118,786	1,064	Chetyrin, Igor	101,018	261
Cacchioni, Thea	129,641	264	Chia, Ai-Lan	108,527	1,647
Cai, Lin	164,108	2,179	Chim, Louise	113,536	171
Calder, Gillian	174,528	1,552	Chithrani, Devika	130,693	2,467
Callaghan, Russ	80,625	-	Chittoor, Raveendra	190,128	168
Cameron, Caroline	278,918	448	Choi, Byoung-Chul	146,893	591
Campbell, Deborah	107,082	-	Choo, Kelly	80,948	-
Campbell, Erin	145,501	1,794	Choo, Raymond	99,070	516
Campbell, Scott	111,930	243	Chou, Fred	101,503	2,360
Canil, Dante	177,132	476	Chouinard, Jill Anne	131,186	830
Capaldo, Steven	134,297	1,458	Chow, Robert	136,778	4,069

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Chrimes, Dillon	120,567	406	Cowern, Oliver	107,233	545
Christensen, Marc	93,222	-	Cozzi, Marco	143,615	2,216
Christie, Brian	180,282	4,529	Crawford, Curran	160,032	2,485
Churchill, Gregory	102,485	165	Cretney, Lori	102,979	-
Clanton, Wendell	100,544	-	Cretney, Patricia	85,491	-
Clark, Nancy	133,061	349	Crisp, Robert	121,732	1,864
Clarke, Jo-Anne	212,301	1,246	Crocker, Michael	75,902	109
Clarke, Marlea	122,689	-	Croft, Heather	81,209	65
Clarke, Melissa	81,509	-	Crossley, Byron	77,547	-
Clarke, Nick	115,706	3,197	Cullen, Jay	155,569	4,813
Clausen, Christopher	98,584	244	Cunningham, John Barton	184,532	3,217
Claxton, Nicholas	125,745	-	Curran, Deborah	144,171	5,422
Cleves, Rachel	149,274	3,020	Curry, Charles	116,914	319
Clewley, Nicholas	93,197	350	Curry, Kimberley	88,761	-
Cloutier, Denise	168,287	3,448	Cutler, A. Claire	166,133	1,789
Clover, Darlene	161,311	-	Czaykowska-Higgins, Ewa	155,980	2,838
Coady, Yvonne	136,231	49	Dallimore, Brent	93,805	-
Cochran, Patricia	138,744	-	Dalrymple, Chad	103,230	420
Colas Cardona, Silvia	142,554	-	Daly, Leslie	120,068	6
Colby, Jason	161,675	27,594	Damian, Daniela	171,543	49
Colby, Kelly	77,370	263	D'Amours, Denis	78,093	-
Colgate, Mark	221,637	1,527	Daniels, Belinda	80,444	15,237 **
Collins, Jane	76,809	-	Danis, Wade	167,622	323
Collins, Lenard	82,967	-	Darcie, Thomas	222,180	2,748
Colpron, Kristy	84,296	424	D'Arcy, Alexandra	153,373	937
Commandeur, Drew	92,231	-	Darimont, Christopher	165,766	7,419
Con, Adam	129,082	1,825	David, Tracy	88,998	-
Constabel, C. Peter	185,312	777	Davidson, Jaclyn	120,031	964
Constantinescu, Daniela	143,342	3,390	Davis, Corey	118,958	-
Contandriopoulos, Damien	157,498	1,297	Dawson, Teresa	174,691	-
Coogan, Laurence	155,755	1,321	de Alba-Koch, Beatriz	179,509	3,531
Cook, Peter	113,234	3,533	de Finney, Sandrina	153,717	3,199
Cormie, Matthew	93,735	-	De Leo Cabrera, Fabio	107,319	1,454
Corner, Susan	131,513	2,775	de Sousa, Rogerio	130,783	-
Corntassel, Jeff	162,494	64	Dean, Heather	114,694	3,293
Corrington, Samantha	109,399	2,330	Dean, Misao	177,322	-
Corwin, Vivien	190,921	3,375	Dechev, Nikolai	158,543	5,853
Cosentino, Leitha	126,236	296	Deckha, Maneesha	184,261	1,546
Cossaro, Marilyn	76,729	-	Deen, Eugene	102,354	28
Costa, Maycira	168,327	13,616	Delaney, Kerry	182,406	5,777
Costigan, Catherine	168,675	2,935	Denham, Cameron	75,451	-
Cotton, Richard	198,885	-	Denisenkov, Pavel	87,466	-
Coulter, Tara	76,144	1,010	Dennison, Christopher	114,620	11,013 **
Courtney, Karen	136,496	1,365	Denniston, Tristan	98,987	3,045
Courty, Pascal	188,792	-	Devereaux, Simon	130,830	1,829
Courville, Paul	75,524	-	Devor, Aaron	210,577	1,617
Coward, Andrew	180,676	584	Dewey, Richard	138,777	951
Cowen, Laura	157,611	547	Dewis, Cassbrea	168,395	1,249

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Dexter, Jeb	86,784	694	Elamiri, Hicham	79,628	323
Dickie, Megan	110,578	-	Elangovan, A	252,462	692
Dienye, John	89,241	-	Ellerbeck, Erin	103,915	-
Dietsch, Peter	132,348	1,834	Elliott, Michael	97,159	-
Dimopoulos, Nikitas	209,376	406	Elliott-Goldschmid, Ann	171,258	689
Djilali, Nedjib	230,416	-	Ellison, Sara	176,263	576
Doman, Beth	81,071	-	El-Sabaawi, Rana	125,888	1,113
Dong, Ruobing	109,807	6,232	Elvira, Katherine	139,180	1,562
Dong, Xiaodai	177,765	-	Emerson, Heath	127,813	-
Dong, Zuomin	203,829	936	Endo, Takahiro	77,041	7,866 **
Donovan, Kathryn	87,314	-	Enge, Ryan	113,945	4,148
Dopp, James	138,428	-	Engineer, Merwan	127,928	3,495
Dordunoo, Esther	126,196	2,678	Erb, Tara	91,917	2,453
Dorea, Caetano	147,497	-	Ernst, Neil	132,772	1,751
Dorocicz, John	154,354	632	Errington, Elizabeth	75,259	279
Dosso, Stanley	196,351	3,890	Ersan, Erkan	97,788	1,375
Dost, Sadik	170,700	-	Eshuys, Sally	134,134	2,759
Doublet, Laura	98,393	3,243 **	Esmail, Waheeda	108,477	686
Douglas, Christopher	157,729	2,486	Estey, Anthony	90,620	49
Dower, John	175,536	1,247	Etwaroo, Jerome	96,624	483
Downie, Thomas	145,773	1,983	Evans, Chelsey	110,724	912
Downs, Kirsten	76,180	1,296	Evans, Jessica	83,253	-
Doyle, Melissa	75,774	539	Evans, Stephen	212,167	993
Driessen, Peter	169,417	363	Evers-Fahey, Karen	132,518	-
Du Wors, Patrick	105,048	1,015	Evins, Ralph	144,071	6,699
Dubrawski, Kristian	134,734	426	Faccar, Kristy	82,980	11,173
Duffus, David	119,767	4,367	Fahlman, Melissa	75,178	378
Dujela, Carren	77,449	-	Fall, Moustapha	102,235	3,164
Duke, Amanda	137,024	-	Fargey, Shannon	83,257	-
Dukes, Peter	144,426	751	Farnham, Martin	151,779	-
Dulc, Silvia	84,729	-	Fawkes, Kelli	75,726	-
Duna, Carmencita	88,153	13,242	Fawthorpe, Kim	117,094	-
Duncan, Gary	93,760	-	Feddema, Johannes	126,438	-
Duncan, Susan	171,304	4,392	Feir, Donna	132,484	6,644
Dunne, David	86,715	1,168	Felix, James	128,911	5,884
Dunsdon, James	227,381	7,093	Fennema, Norman	93,516	-
Durno, John	146,012	-	Ferguson, Gerard	86,721	1,998
Dyer, Blake	116,054	3,067	Ficke, Kristen	84,408	-
Dyson, William	128,708	5,617	Fiddler, Susan	95,093	298
Eagle, Christopher	98,339	448	Figursky, Mike	84,914	30
Ebert, Catherine	77,031	176	Fila, Robyn	97,360	316
Ebert, Marcus	76,245	-	Filmer, Helena	85,323	158
Eddy, Allison	76,774	60	Finlay, Andrew	108,288	-
Eder, Karl	170,651	1,475	Firmani, Flavio	126,169	569
Edwards, Roderick	174,414	814	Fisher, Jason	117,000	111
Ehltling, Juergen	150,636	55	Fisher, Lynne	101,291	250
Eisenberg, Avigail	187,018	5,125	Fitzsimmons, Stacey	194,697	545
Ekeltchik, Serguei	166,931	8,200	Flagg, Ryan	102,491	18,970

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Flaherty, Mark	154,199	1,492	Geditz, Birgit Margaret	115,305	-
Fleming, Robert	108,157	-	Geller, Danielle	99,865	1,090
Floer, Trevor	128,872	-	Gelling, Randy	76,989	605
Flores, Christopher	92,969	284	Gelowsky, Jessica	85,229	120
Flores, Ricardo	159,281	1,725	Gemrich, Johannes	131,533	4,851
Fontes, Belinda	78,111	-	Gerber, Paul Adam	108,039	-
Forbes, Jim	167,146	1,532	Gerlach, Alison	113,637	-
Forst, Terry	89,399	-	German, Daniel	171,503	2,693
Forster, Christine	85,965	-	Gibbings, Corey	119,578	516
Fowler, John	80,948	-	Gibbons, Sandra	195,059	-
Fox, Richard	184,025	1,081	Giebel, Jennifer	80,558	991
Foxgord, John	108,996	222	Giesbrecht, Karina	78,413	-
Fraass, Andrew	79,469	19,807 **	Gifford, Robert	185,536	5,737
Francis Pelton, Leslee	173,644	450	Giles, Andrea	148,518	177
Frandsen, Natalie	106,519	879	Giles, Joshua	123,912	3,307
Frechette, Kimberly	83,432	-	Gillen, Mark	194,193	-
Freeman, Melissa	115,160	1,496	Gillespie, Melanie	97,805	1,937
Frehlick, Lindsay	86,364	94	Gillezeau, Robert	115,747	-
Frisby, Patrick	75,339	-	Gillis, Kathryn	101,180	246
Froese, Maria-Elena	80,506	482	Gil-Mohapel, Joana	132,417	-
Froese, Thomas	226,644	2,852	Glatt, William Robert	99,501	1,232
Fromet de Rosnay, Emile	111,280	6,000	Gleeson, Tom	165,334	297
Frost, Michael	91,890	-	Glezos, Simon	117,287	1,785
Fry, Jessica	134,069	5,761	Glithero, Lisa	100,938	-
Fulton, Gordon	86,092	-	Glover, Roderick	82,906	131
Futerman, Arkady	79,924	281	Gnucci, Susan	85,370	-
Gabriel, Vasco	135,340	19,613 **	Goddard, Lisa	161,132	-
Gagan, Rebecca	103,313	601	Godfrey, Jane	104,323	-
Gagel, Lindsay	106,398	77	Goldblatt, Colin	104,901	124
Gagnon, Marilou	141,671	1,070	Golinsky, LeAnne	77,343	-
Gair, Jane	127,495	-	Goluskin, David	104,786	473
Galang, Maria Carmen	172,811	1,226	Golz, Peter	171,605	-
Ganley, Dale	140,148	-	Gontier, Nella	120,213	848
Ganti, Sudhakar	162,191	49	Goodlett, David	296,419	9,321
Gao, Huachao	170,070	1,697	Gordon, Iris	78,991	-
Garcia-Barrera, Mauricio	122,068	2,186	Gordon, John Alexander	93,735	-
Gardziejewska, Anna	77,146	-	Gordon, Matthew	76,980	-
Garland, Kathleen	75,111	-	Gordon, Reuven	172,729	3,168
Garlick, Stephen	136,692	848	Gorham, Kevan	118,240	190
Garrett, Jamie	80,555	-	Gorham, Stephen	151,610	-
Gaudes, Adam	80,482	-	Gorrill, Gayle	123,847	-
Gaudet, Susan	102,277	3,104	Gosek, Gwendolyn	110,178	-
Gaul, Catherine	169,827	-	Goto-Jones, Christopher	231,281	-
Gauthier, Melissa	105,996	2,481	Goud, Brittany	81,271	4,962
Gawryluk, Jodie	118,545	6,705	Goudar, Natasha	103,209	459
Gawryluk, Ryan	115,780	-	Gough, Janice	84,876	-
Gebali, Fayez	201,664	926	Gounko, Tatiana	118,265	809
Gebhard, Fran	116,171	-	Gowen, Brent	88,998	127

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Graham, Christopher	173,575	998	Harris, Christina	94,694	86
Graham, Wendy	75,566	-	Harris, Clare	77,392	34
Granot, Ori	93,197	-	Harris, Dorothea	78,606	787
Grant, Lance	116,754	-	Harris, Kelci	101,349	4,740
Grant, M. L. Mariel	134,821	-	Harrison, Gina	154,540	1,435
Gray, Garry	120,871	-	Harrison, Justin	116,895	180
Grbavec, Stefan	92,234	-	Harte, Kindra	194,123	567
Greaves, Wilfrid	101,524	2,298	Harvey, Sara	111,776	7,238
Green, Jacquie	162,145	2,860	Hasanen, Troy	100,249	175
Green, Paul	95,163	660	Haskett, Timothy	146,878	1,592
Greengoe, Nicole	176,692	1,111	Hastings, Victoria	96,038	-
Greenshields, Marcus	118,332	73	Hatakeyama, Mamoru	95,869	498
Grewall, Mundeep	114,120	998	Hawkins, Amanda	89,714	-
Griff, Dylan	107,595	94	Hawkins, Barbara	182,175	5,824
Gropp, Dorothy	75,848	-	Haworth, Michael	107,341	2,726
Grossi, Joseph	89,070	-	Hayes, Kiriel	75,097	2,396
Grouzet, Frederick	130,707	2,199	Hayward, Shannon	98,137	1,823
Groves, Melanie	87,963	-	He, Danying	86,784	1,728
Guerreiro, Sandra	80,948	-	Hebb, Cheryl	145,234	1,429
Gugl, Elisabeth	160,830	-	Heesemann, Martin	112,612	-
Guitouni, Adel	214,907	5,308	Heesterman, Anthony	98,458	192
Guldin, Sean	80,465	-	Heiligenberg, Kerstin	135,113	-
Gulliver, Thomas	221,283	-	Helbing, Caren	171,843	1,976
Gunderson, Chad	90,377	4,795	Helm, Denise	145,602	388
Gunn, Jeanie	80,948	487	Helston, Suzanne	99,456	2,985
Gupta, Aditi	109,425	-	Hembroff, Degnan	83,450	1,222
Gupta, Rishi	156,663	2,160	Henderson, Lee	115,093	1,712
Gutberlet, Jutta	155,640	-	Herring, Rodney	165,404	789
Hackett, V.C. Rhonda	117,557	80	Herwig, Falk	163,860	2,444
Hadwin, Allyson	171,472	2,773	Hetherington, Bradley	103,949	-
Hall, Kevin	426,992	22,649 **	Hewson, Hayley	75,863	53
Hall, Lisa	164,383	13,881	Hicks, Robin	352,700	3,002
Hallgrimsdottir, Helga	213,553	1,761	Hiebert, James	120,631	127
Halverson-Duncan, Brittany	75,039	-	Hier, Sean	154,875	3,708
Haman, Cliff	77,576	-	Higgins, Iain	182,784	-
Hamilton, R. Clinton	156,515	1,198	Higgs, Eric	185,713	3,594
Hamme, Roberta	137,527	4,098	Highbaugh Aloni, Pamela	170,816	-
Hammond, Mitchell	89,573	-	Hilchey, Paul	105,205	-
Han, Jun	102,580	345	Hill, Gavin	75,290	-
Han, Lily	79,496	5,709	Hills, Marcia	86,219	-
Hancock, Robert	126,473	-	Hind, Katharine	80,325	-
Handlovsky, Ingrid	109,376	1,350	Hochstein, Eric	105,775	-
Hanna, Alan	136,414	-	Hoeberechts, Maia	121,803	643
Hansen, Kjalen	75,518	-	Hoey, Shawn	82,108	-
Harder, Lois	185,272	22,238 **	Hof, Fraser	185,921	-
Harding, Catherine	186,631	-	Hofer, Scott	220,159	65,798
Harper, Nevin	121,631	1,074	Hoffman, Jodi-Ann	75,768	-
Harrington, David	172,098	3,310	Hogg, Duncan	107,342	2,590

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Hoicka, Christina	105,517	27,754 **	Iyioha, Irehobhude	132,099	596
Holder, Cindy	142,767	2,239	Jabbari, Hosna	123,152	1,034
Holierhoek, Adrienne	80,948	-	Jackson, Gregory	84,348	-
Hollefreund, Katherine	78,054	4,074	Jackson, Lillanne	164,225	49
Hollingshurst, Amelia	126,472	1,024	Jackson, Sabrina	108,518	-
Holman, Sean	83,309	12,499 **	Jacoby, James	117,295	-
Holmberg, Ingrid	171,572	1,140	James, Matt	142,755	-
Holmes, Cindy	116,354	-	Jara Diaz, Lorena	89,759	394
Holmes, Martin	87,349	-	Jeckway, Mark	114,770	8,745 **
Hood, Joanna	170,425	-	Jeffery, Donna	154,542	4,262
Hood, Sarah	125,139	5,190	Jelinski, Dennis	174,308	5,858
Hooper, Marianne	118,189	681	Jenkyns, Reyna	97,663	2,152
Hoorfar, Mina	227,097	1,399	Jensen, Kristan	119,550	15,010 **
Hopper, Timothy	156,775	4,395	Jenstad, Janelle	141,617	-
Horbachewski, Christopher	292,095	5,753	Jiang, Yongmin	90,489	3,390
Hore, Dennis	146,779	1,502	Jiao, Ruohong	107,008	277
Houston, Simon	94,663	478	Jinnah, Zaheera	105,271	-
Howard, Christine	75,737	300	Johannessen, Duncan	76,866	501
Howard, Perry	158,393	156	Johns, Robert	107,234	-
Howell, Robert	198,421	400	Johnson, Betty	78,670	-
Huang, Jing	145,425	-	Johnson, Darryl	116,608	432
Huang, Li-Shih	138,940	1,454	Johnson, Janice	169,744	131
Huang, Yu-Tang	76,703	-	Johnson, Rebecca	178,757	-
Hubner, Iona	77,343	407	Johnston, Karen	95,862	30
Huculak, Darryl	83,992	841	Johnston, Scott	124,067	-
Huculak, John	112,694	1,520	Johnstone, Lynne	100,253	123
Hughes, Mary Jo	127,272	537	Jones, Cara	109,214	4,501
Hume, Stephen	120,309	1,434	Jones, Kevin	84,914	-
Humphrey, Tamara	101,313	406	Jones, Maggie	79,882	-
Humphreys, Sara	101,195	1,872	Jones, Samuel	87,223	-
Humphries, Joan	105,541	704	Joyce, Melissa	110,670	1,379
Hundza, Sandra	147,467	-	Joyce, Wendy	93,197	812
Hunt, Sarah	155,819	599	Joynt, Chase	115,075	7,360
Hunting, Carrie	104,090	2,295	Juanes, Francis	182,543	5,198
Hurren, Wanda	150,914	375	Juniper, Stanley	212,078	11,276
Husson, Jonathan	112,983	5,771	Kaiser, Alicia	76,611	-
Huston, Michael	81,404	540	Kakuru, Doris	141,020	75
Hutchinson, Emma	149,100	-	Kaltenberger, Brian	82,941	3,747
Huynh, Emily	76,262	-	Kalynchuk, Lisa	283,589	24,660
Iankilevitch, Maria	77,201	14,713 **	Kampen, Ruth	76,237	-
Ibrahim, Slim	164,696	1,791	Kandil, Yassmin	105,089	-
Iles, Timothy	139,046	-	Kaneen, Tamsin	94,460	58
Inouye, Laurelle	80,488	8,000	Kapron, Bruce	150,165	7,625
Iosub, Violeta	116,505	-	Karlen, Dean	101,959	-
Irvine, Valerie	131,102	2,664	Karlson, Nicholas	77,343	-
Ishaq, Haris	76,285	-	Karras, Sheryl	102,523	7,284
Isted, Edward	83,830	-	Kataoka, Hajime	75,764	-
Ivanov, Mario	85,639	53	Kathrada, Yasmin	98,213	1,278

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Katz, Rodney	93,197	46	Kodar, Freya	176,967	22,235
Kay, Magdalena	132,730	425	Kolb, Eric	99,136	-
Kearley, Patricia	80,948	235	Konorov, Stanislav	87,040	-
Keenan, Laurie	125,741	42	Koop, Benjamin	198,739	2,575
Kehoe, Inbarani	145,450	644	Korol, Rhonda	93,197	-
Keil, Melissa	92,932	1,415	Koroll, Michelle	90,684	142
Kellan, Kurt	121,603	-	Korpan, Cynthia	90,284	479
Kellar, Scott	106,946	483	Kovacs, Alexandra	99,865	1,620
Kelly, Donna	130,588	265	Kovtun, Pavlo	133,933	755
Kelly, Erin	144,558	1,932	Kowalewski, Robert	185,571	-
Kennedy, Christopher	210,613	2,437	Kozsan, Ronald	139,828	-
Kennedy, Peter	165,301	-	Kravec, Michael	117,562	998
Kent, Barry	112,207	-	Krawchenko, Tamara	130,159	1,466
Kent, Leanne	82,294	-	Krawitz, Adam	113,273	-
Kerr, Kevin	134,126	-	Krebs, Harald	187,681	1,658
Kerr, Susan	78,077	-	Krezoski, Gillian	85,680	228
Kerry, Heather	197,850	-	Krigolson, Olave	132,943	3,579
Kerschtn, Shane	112,788	4,179	Kron, Geoffrey	135,132	-
Ketsa, Kimball	128,208	2,196	Krull, Catherine	261,707	21,873
Key, Ryan	88,841	1,821	Krzywonos, Samantha	85,615	1,845
Khair, Shahira	105,391	-	Kuchar, Gary	137,895	1,791
Khouider, Boualem	161,540	5,918	Kuehne, Valerie	336,795	7,267
Khungay, Ryan	80,028	1,015	Kulin, Ian	196,672	20,152
Khurana, Meeta	102,447	100	Kumar, Alok	172,464	3,470
Kietzmann, Jan	207,813	548	Kuo, Mu-Hsing	142,511	-
Kilbey, Christopher	222,974	857	Kuran, Peter	292,141	-
Kilpatrick, A	78,512	-	Kurki, Helen	136,759	1,004
Kilpatrick, Erin	79,099	453	Kurokawa, Yuka	78,689	275
Kim, John	127,018	5,762	Kushniruk, Andre	206,588	-
Kimura, Mika	128,192	2,491	Kuzio, Clinton	92,591	26
Kines, Lalita	117,614	197	Kwan, Jennifer	84,552	94
King, Erin	85,614	120	Kwoh, Eva	104,256	8,071
King, Michael	212,410	3,806	Kwon, Jae-Yung	109,668	576
King, Valerie	180,173	49	Kyffin, Jennifer	88,998	-
Kingham, Scott	122,562	-	Labonte, Louise	101,322	562
Kitson, Nicole	88,766	843	Laca, Marcelo	167,667	3,461
Kiyani, Asad	130,588	1,440	Lachowsky, Nathan	177,394	4,686
Klatt, Carrie	114,062	-	Lacourse, Terri	140,208	1,815
Klazek, Merrie	104,732	-	Lagaditis, Paraskevi	89,679	-
Klear, Lori	80,968	627	Lagan, Peter	80,494	-
Klein, Saul	337,495	13,849	Lahey, Stephen	98,790	-
Klimstra, Marc	116,408	-	Laidlaw, Mark	128,140	4,239
Kluge, Eike-Henner	205,532	-	Lalonde, Christopher	163,976	189
Klymak, Jody	134,012	200	Lam, Eugenie	97,917	-
Knight, Jeffrey	80,948	315	Lam, Tom	87,648	425
Knodel, Rita	149,869	4,108	Lam, Yin-Man	119,899	2,784
Knudson, Samantha	115,761	-	Land, Thomas	100,986	-
Kobb, Anna	88,951	-	Landry, Pierre-Luc	100,221	1,918

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Landy, Rachel	89,211	100	Lindgren, Allana	169,924	1,082
Lane, Kirstin	110,549	-	Lindquist, Evert	213,846	-
Lantz, Trevor	122,916	204	Lindsay, Donald	202,251	2,095
Lapper, Robert	171,380	1,500	Lines, Michael	109,472	1,330
Lapprand, Marc	193,548	3,494	Little, Matthew	118,742	7,179 **
Larson, Ruth	121,211	1,689	Little, Richard	103,993	49
LaRussa, Cora	76,980	390	Littlewood, Cedric	176,846	-
Laskarin, Daniel	179,752	-	Liu, Kun	81,057	1,811
Last, Suzan	85,177	714	Liu, Sam	126,012	1,272
Lathouwers, Tine	116,799	541	Liu, Ying	112,966	361
Lau, Francis	197,395	4,305	Livernoche, Renée	81,571	1,048
Lauzon, Lara	132,147	-	Livingston, Nigel	178,769	-
Lavallee, Timothy	94,236	-	Lo, Donald	82,904	290
Lavoie, Tracey	112,197	404	Locke, Leona	81,366	-
Lawrence, Michelle	160,950	949	Look, Daniela	124,448	888
Lawson, James	119,322	64	Look, Hans-Peter	248,407	127
Lawson, Yvonne	98,916	-	Loomer, Anne-Lise	96,703	2,438
Laxdal, Erik	89,384	-	Loomer, Geoffrey	151,500	199
Leach, David	146,777	1,856	Loppie, Charlotte	187,088	146
Leacock, Brian	198,593	4,850	Lou, Man Tou	79,692	10,813 **
Leahy, Paula	109,008	-	Lozar, Patrick	114,644	3,655
LeBlanc, Natalie	102,240	1,938	Lu, Lawrence	99,008	283
Lecours, Emma	86,338	-	Lu, Tao	159,282	-
Lee, Jung Won	123,619	239	Lu, Wu-Sheng	207,950	1,064
Lee, Robert	81,176	166	Lu, Zhi	159,398	857
Lee, Sujin	100,367	168	Lucas, Annie	90,294	-
Lefebvre, Michel	189,734	1,884	Lukaniec, Megan	108,595	-
Leger, Catherine	116,175	1,854	Luko, Alexis	113,633	25,000 **
Leighton, Mary Elizabeth	148,883	2,077	Lullwitz, Keely-Shaye	79,881	1,479
Leitch, David	118,339	1,612	Lum, Wency	221,968	6,096
Leith, Mandy	76,364	376	Lum, Wendy	102,400	900
Leonard, Lucinda	98,787	-	Lumley, Rebecca	129,553	583
Leong, Richard	98,031	-	Lusznjak, Diane	93,197	100
Lepp, Annalee	204,350	1,395	Lutz, John	179,404	-
Les, Curtis	89,960	-	Lynch, Bernadette	77,920	-
Lesperance, Mary	188,497	3,494	Lynch, Sherry	76,674	125
Lewall, Kim	116,754	-	Lynn, Joel	182,051	120
Lewallen, Ann-Elise	84,679	14,000 **	Ma, Junling	129,914	-
Lewis, Colleen	87,312	-	MacArthur, Melissa	85,531	-
Lewis, Susan	311,048	5,895	MacDonald, Jennifer	76,607	400
Li, Kin	192,060	-	MacDonald, John	119,204	553
Li, Ling	80,948	-	MacDonald, Stuart	147,883	3,229
Lilburn, Tim	153,595	1,658	MacGillivray, Gary	189,456	-
Lin, Cheng	128,011	4,037	Mack, Lorne	144,123	1,924
Lin, Tsung-Cheng	131,482	-	MacKenzie, Patricia	167,214	480
Lin, Yingyun	81,305	-	Mackie, Quentin	125,246	2,915
Lindberg, Darcy	98,027	12,150 **	MacLaurin, Anne	77,343	28
Lindberg, Tracey	208,446	7,513	MacLeod, Brock	86,850	-

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Macleod, Colin	196,540	385	McDorman, Theodore	182,458	-
MacLeod, Kathryn	142,401	834	McGhie-Richmond, Donna	125,465	9
MacMillan, Jennifer	99,538	178	McGinnis, Martha	151,763	912
Macoun, Sarah	134,065	7,391	McGowan, Patrick	127,899	12,134
MacRae, Andrew	76,461	317	McGregor, Catherine	141,819	256
Maganhotto Coraiola, Diego	116,531	17,172 **	McGuire, Erin-Lee	123,430	-
Magassa, Moussa	152,351	80	McGuire, Michael	150,254	-
Magnuson, Douglas	141,954	-	McGuire, Peter	116,759	-
Mah, Wendy	80,948	-	McIldoon, Debra	80,948	75
Mai, Dan	122,486	1,822	McIndoe, J. Scott	175,642	-
Mainprize, Brent	179,548	1,300	McIvor, Onowa	165,207	1,481
Majerbi, Basma	182,436	64	McKechnie, Iain	109,935	836
Maki, Mia	181,362	1,203	McKenna, Conor	94,471	500
Malekmohammadi, Sardar	119,702	2,594	McKenzie, Andrea	131,590	2,366
Mallidou, Anastasia	129,565	825	McKenzie, Douglas	81,404	-
Manners, Ian	324,547	2,834	McKercher, Brian	183,363	-
Manzer, Jennifer	77,430	-	McLarty, Lianne	154,510	2,886
Marcellus, Lenora	159,404	1,077	McLean-Fiander, Kimberley	99,083	1,084
Marcy, Richard	124,256	448	McLernon, Marshal	76,485	1,186
Marin, Mara	98,737	298	McMahon, Martha	139,468	-
Markowski, Lukasz	99,085	1,524	McMenamie, Kirsten	115,965	1,000
Marks, Lynne	175,910	-	McNabb, Shawna	84,896	34
Martin, Joan	116,132	-	McNally, Kirk	111,622	886
Martin, Michele	182,463	3,340	McPherson, Madeleine	117,367	1,850
Martin, Steve	97,663	-	McPherson, Robert	156,766	-
Martin, Travis	89,898	1,827	McQuillan, Sarah	92,169	2,898
Marton, Andrew	228,125	-	McRae, Justin	88,042	1,563
Marx, Roswitha	89,407	-	McRonald, Ryan	88,015	-
Mason, Emma	92,636	536	Medler, David	111,275	-
Mason, Scott	146,418	-	Mehraliyev, Vugar	98,885	516
Masson, Michael	157,847	269	Mehta, Nishant	129,610	49
Masuda, Jeffrey	96,483	30,197 **	Meldrum, John	119,405	-
Mathews, Darcy	104,570	-	Mellings, Donald	80,377	-
Matthews, Kody	78,345	-	Mendoza, Raul	79,118	64
Matthews, Mary Kathleen	139,973	3,799	Menu, Kinga	75,898	-
Matwychuk, Margo	106,657	-	Merriam, Colin	85,745	1,070
Mavretic, Andy	142,929	-	Meyer, Robyn	82,664	5,271
Mayers, Janine	75,462	603	Meyers, Lynn	119,198	873
Mazumder, Asit	184,576	1,540	Mihaly, Steven	116,885	783
Mazza, Marianna	77,343	791	Milam, Sasha	77,644	-
McAllister, Benjamin	107,708	1,087	Miles, Robert	96,905	-
McBurney, W. Kurt	111,980	2,860	Miley, Jen	113,617	10,000 **
McCaffrey, Shanne	151,759	2,538	Milford, Todd	133,432	945
McClenachan, Loren Elizabeth	90,338	16,195 **	Miller, Eric	132,890	-
McConkey, Conner	80,762	-	Miller, Jo	87,028	1,323
McCue, Richard	95,885	-	Miller, Mariel	123,567	-
McCutcheon, Rosemary	101,018	2,607	Milligan, Laura	91,712	1,158
McDonough, Graham	130,605	355	Millin, Jamie	83,573	7,256

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Milton, Cynthia	237,211	6,357 **	Murdock, Trevor	135,535	-
Milward, David	165,185	1,311	Murphy, Brian	162,039	1,534
Milwright, Marcus	174,226	-	Murray, Alison	105,121	461
Minard, Jason	96,321	525	Murray, Andrew	101,206	4,270
Minet, Laura	77,369	10,577 **	Mussell, Jessica	114,555	780
Minshall, Simon	113,446	309	Muzi, Lanfranco	89,926	1,875
Miranda, Jodi	76,345	-	Mynhardt, Christina	184,992	343
Miranda, Michelle	114,695	-	Nacenta, Miguel	130,151	417
Miskelly, Kenna	80,532	658	Nadler, Ben	139,433	3,623
Misovic, Jan	79,034	53	Nahachewsky, James	159,698	9,986
Mitchell, Cheryl	174,573	-	Nahirney, Patrick	149,136	333
Mitchell, John Allan	130,875	879	Naimi, Timothy	383,971	4,201 **
Moa, Belaid	97,672	-	Nair, Sudhir	174,381	1,681
Mochan, Morag	96,223	35	Nam, Sanghoon	143,308	-
Mockler, Kathryn	104,290	-	Napoleon, Valerie	254,800	5,470
Moen, Terry	84,981	-	Nashmi, Raad	144,386	234
Moffitt, Matthew	145,167	-	Nassaji, Hossein	151,502	574
Monahan, Adam	164,884	179	Nathoo, Farouk	136,780	1,941
Monchalin, Renee	115,915	85	Navarrete Ayala, Samuel Eduardo	87,417	-
Monkman, Helen	128,121	662	Navarro, Julio	203,401	4,016
Monkman, Kim	76,742	275	Neal, Jessica	85,913	1,121
Monroe, Jacob	80,498	1,002	Nelson, Christopher	120,370	883
Moosa-Mitha, Mehmoona	154,527	450	Neville, Stephen	152,111	-
Morales, Sarah	156,592	1,441	Newcombe, Andrew	199,773	1,679
Moran, Kathryn	241,607	1,486	Newenham-Kahindi, Aloysius	205,446	6,276
Moran, Ry	159,563	-	Newman, Carey	125,512	-
Morgan, David	111,826	730	Newton, Greg	84,914	-
Morgan, Jenny	84,962	7,850 **	Newton, Lorelei	115,537	1,057
Morgan, Manuel	78,012	-	Ney, Tara	132,413	-
Morris, Julia-Anne	81,734	-	Ng, Ignace	216,466	9,219
Morrison, Heidi	81,739	1,390	Niang, Sada	174,581	-
Morrison, Jane	117,707	-	Nichol, Jill	77,454	-
Morrison, Jillian	77,210	66	Nichols, Douglas	171,604	1,973
Morrison, Marlowe	77,849	-	Nickerson, Emily	98,393	-
Morrison, Natasha	104,290	1,333 **	Nightingale, Catherine	116,373	2,013
Moyer, Elizabeth Jean	102,447	-	Nissen, Edwin	141,075	5,250
Mucina, Devi	156,696	1,084	Nixon, Steven	76,922	-
Mucina, Mandeep	102,194	1,650	Noel, Jonathan	104,290	567
Mueller, Ulrich	173,087	183	Nolt, Lori	98,355	575
Muench, Amanda	100,248	154	Northcote, Logan	93,269	246
Mugon, Jhotisha	75,181	18,800 **	Nowell, April	165,932	9,647
Muir, Susana	79,986	30	Nowlin, Michael	179,679	174
Muir, Tania	92,888	285	Nugent, Mark	99,250	1,730
Mukahanana, Edward	77,343	-	Numanagic, Ibrahim	138,291	4,510
Mukasa, Moses	81,682	1,000	Nutter, Sarah	99,203	3,926
Mukhopadhyaya, Phalguni	167,901	1,066	Nutton, Jennifer	109,325	60
Muller, Hans	222,261	886	O'Bonsawin, Christine	123,912	1,363
Mulligan, Greg	107,304	-	O'Brien, David	81,959	540

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Ogasawara, Midori	97,169	-	Petrachenko, Lisa	160,957	954
O'Gorman, Timothy	82,935	28	Petrovic, Ivan	117,956	2,300
Ohora, Sara	80,125	423	Petrovskaya, Olga	120,900	477
O'Keefe, Colleen	129,288	3,216	Phillips, Carly	97,457	2,197
Olson, Lori	80,948	-	Phillips, Jocelyn	87,919	-
O'Neill, Fergus	114,467	223	Pickard, Richard	132,924	-
Oshkai, Peter	155,389	7,756	Pierce, Caitlin	80,693	-
Oshkai, Svetlana	124,953	-	Pintucci, Francesca	111,449	2,875
Ott, Burkhard	117,956	-	Pirani, Sarah	94,871	14,592 **
Ou, Christine	78,940	9,363 **	Pirene, Benoit	175,301	476
Owens, Cameron	122,839	-	Pitton, Viviana	79,333	-
Owens, Dwight	84,914	1,465	Plewes, Perry	80,948	23
Owens, Gregory	107,227	3,245	Ployer, Gayle	101,887	1,957
Paci, Irina	124,137	-	Pnevmonidou, Elena	123,006	-
Page, Louise	171,709	-	Politano, Kimberley	84,662	-
Palmer, Lynn	80,948	-	Pollard, Matthew	139,593	-
Palmer-Stone, David	102,388	436	Popli, Navneet	99,737	2,720
Pan, Jianping	159,408	-	Potentier, Jane	216,897	2,793
Pang-McNeill, Kyle	82,121	223	Potter, Julia	90,090	656
Pantaleo, Sylvia	182,474	1,929	Prendergast, Monica	138,198	2,160
Papadopoulos, Christo	130,388	2,086	Prendergast, Susan	93,976	-
Papera Valente, Karolina	90,358	-	Prest, Anita	116,119	1,728
Parisi, Laura	140,607	1,076	Pretis, Felix	129,587	1,620
Park, Andrew	108,261	15,681 **	Price, Jason	121,569	1,115
Parker, Jacqueline	76,212	53	Prince, Michael	219,642	-
Parkin, Michele	230,333	1,901	Proctor, Francine	93,197	396
Parmar, Pooja	135,890	719	Promislow, Janna	143,909	-
Parr, William	103,350	-	Protheroe, David	81,141	-
Paskevicius, Michael	113,356	1,060	Proulx, Ronald	188,242	2,335
Paterson, Theone	118,494	3,088	Prowse, Jacqueline	139,271	-
Pattison, Holly	77,343	300	Punzalan, David	109,667	1,456
Paulson, Meghan	140,055	619	Putnam, Ian	198,981	772
Pauly, Bernie	154,440	624	Qiu, Chuantao	90,491	439
Payne, Karen	122,347	7,594	Quas, Anthony	171,781	2,891
Pearce, Amanda	86,180	-	Raber, Vanessa	81,209	1,636
Pearce, Trevar	77,343	-	Rabillard, Sheila	153,720	4,032
Pek, Simon	191,756	1,659	Rabourn, Corwin	96,703	749
Pelton, Timothy	134,734	1,547	Rahimpour, Mostafa	78,856	100
Pepler, Jamie	75,012	58	Rajagopal, Sheeja	99,134	2,163
Perdigao, Shannon	77,032	780	Rakhmatov, Daler	130,493	573
Peredo, Ana Maria	138,930	2,306	Ramji, Karima	102,447	2,896
Perez Pinan, Astrid	114,502	1,054	Ramraj, Victor	233,320	2,069
Perin, Charles	123,837	1,355	Ramshaw, Sara	160,512	-
Perks, Stephen	121,216	4,381	Ranson, Heather	144,872	168
Perlman, Steven	149,539	-	Ravelli, Bruce	153,128	28
Pete, Shauncen	137,446	-	Raven, Michael	128,722	2,551
Peters, Melvin	102,979	-	Ray, Gourab	112,025	-
Peterson, Michelle	119,093	-	Redivo, Andre	84,909	-

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Redpath, Stephen	80,587	-	Rowe, Arthur	172,755	-
Rees, Gordon	136,003	-	Rowe, Gregory	150,419	-
Reimer, Monica	80,877	-	Rowe, James	111,753	1,419
Reitsma, Hendrik	103,350	-	Rowe, Stephanie	117,675	116
Rempel, David Robinson	75,382	-	Rowell, Amos	76,470	14
Rempel, Evan	108,631	-	Roxburgh, Rose-Marie	94,243	-
Restoule, Jean-Paul	201,295	706	Roy, Nilanjana	163,060	-
Restrepo Gautier, Pablo	167,510	-	Roy, Real	132,562	-
Reynolds, Lisa	119,956	2,579	Rudnyckyj, Daromir	149,544	2,932
Rhodes, Ekaterina	115,063	722	Ruffolo, Tammy	94,634	851
Rhodes, Graham	100,249	-	Runtz, Marsha	162,864	1,859
Rhodes, Ryan	165,686	1,800	Rush, Jason	80,948	-
Ricci, Lisa	85,374	-	Rush, Richard	130,778	390
Richards, Pamela	179,167	746	Ruskey, Albert	79,080	3,592
Richards, Tim	111,456	-	Russek, Dan	131,272	931
Richardson, Joan	82,343	1,157	Russell, Carolyn	141,242	-
Richardson, Kelly	130,442	3,386	Russell, Heather	82,537	2,258
Richmond, Brian	157,665	1,812	Russell, Pia	120,993	437
Rico Agreda, Sergio	78,079	797	Rutherford, Richard	94,998	-
Riecken, Ted	183,160	1,328	Ryan, Maureen	164,431	-
Riedel, Caroline	77,571	1,128	Rysiew, Patrick	145,541	-
Rippington, Alicia	79,717	-	Rysstad, Dean	90,116	345
Ritz, Adam	177,234	6,881	Saab, Ada	111,587	150
Rizeanu, Sorin	165,394	-	Sadeghi-Yekta, Kirsten	114,262	1,545
Roberts, Clifford	96,529	-	Sagert, Garry	142,789	2,900
Roberts, Donja	77,555	75	Said, Ased	92,947	686
Roberts, Jillian	129,545	-	Saidaminov, Makhsud	127,054	2,325
Robertson, Ian	92,969	-	Said-Wilson, Tonya	118,244	928
Robertson, Jason	85,020	644	Salem, Joseph	108,429	-
Robertson, Kerry	79,100	292	Sandborn, Calvin	137,529	4,294
Robertson, Peter	88,475	-	Sanderson, Dave	108,157	-
Robison, Zane	122,558	-	Sanderson, Trevor	137,858	2,078
Roche, Patricia	93,170	-	Sandmaier, Jennifer	101,147	75
Rochtchina, Ioulia	119,747	-	Sanford, Katherine	174,993	3,347
Rodriguez de France, Maria	136,252	1,416	Sangster-Gormley, Esther	148,349	37
Rohraff, Damian	75,667	1,150	Saracuse, June	102,447	867
Roland, Kaitlyn	120,154	-	Sardone, Giovanna	89,907	-
Romaniuk, Paul	126,001	-	Sargent, Carol	80,088	1,655
Rondeau, Daniel	187,843	1,615	Sasaki, Keita	80,421	280
Rondeau, Yvonne	90,347	-	Saunders, Thomas	166,652	1,244
Roney, J. Michael	190,130	-	Savage, Robert	103,367	820
Rosenberg, Lisa	156,084	-	Sayers, Jentery	127,793	-
Rose-Redwood, Reuben	160,814	5,693	Scaia, Margaret	109,605	40
Ross, Stephen	153,989	1,097	Scarth, Rachael	195,951	390
Roth, Wolff-Michael	231,133	1,005	Schallie, Charlotte	147,998	3,228
Rourke, Jessica	106,221	-	Scharien, Craig	81,031	-
Routh, Supriya	138,415	184	Scharien, Randall	124,359	-
Rowe, Andrew	165,014	1,451	Schell, Dawn	91,936	1,117

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Scherwath, Martin	113,397	741	Shukin, Nicole	83,165	-
Schibli, David	111,379	-	Shumka, Leah	125,313	1,628
Schick, Kalen	85,398	849	Siemens, Lynne	130,341	-
Schloss, W. Andrew	152,946	-	Siemens, Raymond	185,244	5,601
Schmidtke, Oliver	172,234	6,711	Sim, Grant	77,392	-
Schneider, Teseo	114,672	17,192 **	Sima, Mihai	133,026	1,334
Schnorbus, Markus	135,796	-	Simmons, Jill	145,739	1,337
Schoeneberg, Arelia	83,494	220	Simms, Heather	96,647	30
Schoenrank, C.	77,343	-	Simpson, Kelly	99,935	500
Scholz, Scott	77,315	-	Simpson, Kristi	254,890	3,132
Schuetze, Herbert	157,914	1,229	Singh, Hansi	114,961	1,874
Schuetze, Ulf	133,300	2,898	Sinner, Alejandro	108,116	4,743
Schure, Paul	149,334	-	Sirk, Aislinn	84,474	-
Scofield, Gregory	119,604	-	Sitara, Georgia	106,885	971
Scoones, W David	178,928	339	Sivertson, Cheryl	93,450	849
Scott, David	131,752	-	Slawinski, Natalie	154,350	6,439 **
Scott, Graham	78,335	-	Smart, Colette	120,084	1,200
Scully, Stephen	112,026	-	Smith, Andre	125,551	-
Seager, Wendy	101,788	-	Smith, Christopher	88,998	-
Secord, Christopher	83,680	-	Smith, Claudia	152,802	398
Sedun, Graham	81,121	-	Smith, Dawn	87,899	1,826
Seeman, Dean	133,013	-	Smith, Derek	116,347	-
Segger, Cara	81,451	53	Smith, J. Brock	225,799	-
Seibold, Crystal	80,805	-	Smith, Monika	102,491	713
Seitzinger, Sybil	255,045	1,156	Smith, Robert	115,154	4,385
Semmens, Kristin	83,283	630	Smith, Timothy	76,711	-
Senini, Ashley	93,148	300	Snaith, Stuart	178,836	1,167
Serpa, Jason	86,361	335	Snizek, Suzanne	119,382	882
Serrano, Xavier	143,685	950	So, Poman	148,948	3,144
Seuster, Rolf	91,209	-	Soares Traquina Alves Elias, Sara	157,424	1,788
Seward, Patrick	107,454	-	Sobie, Kathleen	132,506	998
Seyedalikhani, Mehrraveh	76,728	-	Sobie, Randall	173,077	1,229
Shackelford, Nancy	102,081	1,999	Sokalski, Dave	88,998	321
Sharpe, Tara	84,914	4,318	Solunac, Alex	98,906	28
Shaw, Karena	159,140	64	Somanath, Sowmya	112,432	392
Shaw, Rowan	91,589	7,142	Sovdi, Karissa	83,413	5,420
Sheaff, Benjamin	93,735	-	Speers, Kimberly	109,868	-
Sheets, Debra	160,892	7,678	Spence, Joseph	81,590	-
Sheilds, Laurene	204,599	77	Srinivasan, Venkatesh	169,619	49
Shelton, Christine	88,998	400	St. Clair, William	246,174	9,651
Shen, Yan	173,420	1,004	Stack, Charmaine	102,447	-
Shi, Linda	193,391	843	Stahl, Ann	210,611	1,940
Shi, Yang	175,057	64	Stajduhar, Kelli	178,346	3,627
Shields, Alison	99,275	1,600	Stanger-Ross, Jordan	145,791	2,355
Shirley, W. Gordon	92,807	199	Stanis, Sharon	170,425	-
Shlensky, Lincoln	106,677	-	Starblanket, Gina	105,558	1,121
Shorkey, Juanita	76,135	-	Stark, Heidi	128,959	7,152
Shuja, Sana	83,750	807	Starzomski, Brian	149,789	6,869

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Starzomski, Rosalie	150,825	400	Taylor, Christa	167,042	1,089
Stead, Paul	93,811	-	Taylor, Jill	89,872	165
Steeves, Geoffrey	132,297	2,305	Taylor, John	139,073	-
Steeves, Thomas	107,489	-	Taylor, Robert	93,735	-
Stege, Ulrike	176,948	49	Taylor, Ryan	93,281	-
Stegman, Kelly	82,636	100	Taylor, Wendy	142,589	28
Stellingwerff, Hilary	75,667	670	Teicher, Hannah	101,416	657
Stephen, Roger	80,345	1,350	Temple, Vivienne	170,888	281
Stephenson, Mark	85,122	658	Templeman, Nicole	116,347	359
Sternig, Brent	158,483	678	Tenning, Jilleun	78,161	250
Stewart, Kenneth	148,355	1,217	Teo, Mary-Anne	103,101	1,732
Stewart, Rosa	182,903	-	Thanjavur, Karunananth	76,304	-
Stigant, Jessica	103,038	324	Thiessen, Susanne	110,990	-
Stillwell, Jennifer	122,702	4,472	Thirumarai Chelvan, Ilamparithi	102,641	5,556
Stinson, Danu	120,905	96	Thom, Brian	135,721	1,636
Stockwell, Timothy	126,172	2,059	Thom, Jennifer	123,125	1,035
Storey, Margaret-Anne	220,492	3,353	Thom, Norman	93,735	516
Straathof, Laura	82,805	-	Thoma, Marc	88,998	-
Strandquist, Rachel	76,858	419	Thomas, Alloysius	92,096	332
Streelasky, Jodi	110,579	1,827	Thomas, David	230,765	-
Street, David	117,324	66	Thomas, Robina	241,496	8,518
Struchtrup, Henning	174,562	2,053	Thomo, Imir	155,259	3,505
Stuart, Douglas	130,602	1,197	Thompson, John	133,379	7,740 **
Stuart, Elisabeth	105,725	3,540	Thompson, Judith	84,734	-
Stuart, Emma	84,800	-	Thompson, Margaret	81,692	333
Stuart-Hill, Lynneth	113,389	-	Thompson, Scott	120,258	387
Suddaby, Roy	286,185	3,339	Thompson, Sheryl	78,982	100
Sukhawathanakul, Paweena	109,686	-	Thomson, Douglas	76,396	-
Suleman, Afzal	219,558	7,134	Thorne, Michael	90,377	-
Sun, Min	121,877	231	Thornicroft, Kenneth	114,294	361
Surridge, Lisa	206,208	1,830	Thorson, Helga	152,142	133
Sutherland, Thomas	93,735	-	Thoun, Deborah	136,741	-
Suzuki, Tadanobu	137,384	-	Tian, Jun	117,775	-
Svec, Barbara	93,197	-	Tierney, John	105,769	-
Swayne, Leigh Anne	131,234	152	Tobin, Ruth Ann	125,062	1,399
Swayze, Carolyn	90,432	-	Todd, Devin	98,117	343
Swift, Megan	126,482	930	Todd, Patricia	116,462	215
Sy, Christine	111,385	2,949	Tollefson, Christopher	181,164	2,838
Syme, Robin	142,895	-	Tolson, Anne	77,099	-
Szakacs, Ajtony Csaba	107,816	3,400	Tong, Big Wah	172,119	5,985
Szpak, Patrick	75,266	-	Toogood, Richard	93,735	-
Tan, Anthony	101,238	8,082 **	Tradewell, Matt	91,175	757
Tanaka, James	191,619	-	Trajković, Siniša	108,648	-
Tang, Si Heng	78,674	1,036	Traore, Issa	161,629	1,352
Tapley, Heather	123,493	3,286	Trapero, Joaquin	145,828	1,112
Tarnopolsky, Sarah	77,581	1,199	Tremblay, Crystal	109,376	64
Tax, Stephen	104,526	187	Tremblay, Marie-Eve	149,810	426
Taylor, Amanda	91,980	-	Tremblay, Reeta	247,169	-

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2022

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Tripp, Calvin	93,805	2,523	Walde, Christine	110,685	1,000
Tripp, Shawn	87,593	2,136	Walde, Paul	133,938	1,050
Troy, Tara	140,849	645	Walker, Cathie	86,891	-
Tsao, Min	163,079	-	Wallace, Bruce	140,243	3,580
Tura, Armando	91,243	290	Wallace, Nicole	83,781	274
Turcotte, Kimberley	126,124	7,234	Walsh, Andrea	149,805	5,710
Turner, Brianna	116,107	2,006	Walsh, Jodie	76,026	64
Tyler, Kari	103,368	-	Walsh, John	162,297	-
Tzanetakis, George	169,012	49	Walshaw, Jillian	132,148	1,949
Uganecz, Matthew	96,364	-	Wan, Peter	170,434	2,097
Ulmer, Heather	75,173	-	Wang, Peng	76,440	-
Ulysses, Alicia	86,443	-	Wang, Pin-Yun	94,316	-
Umeki, Atsuko	83,601	30	Waterman, Emily	96,780	-
Upright, Christine	125,282	465	Waterman, Penny	92,803	583
Urbanczyk, Suzanne	146,591	-	Watson, Scott	145,738	753
Urbanoski, Karen	135,005	862	Wawrykow, Natasha	113,998	600
Vahabpour Roudsari, Abdollah	193,543	968	Weaver, Andrew	192,123	2,865
Vahabzadeh, Peyman	137,764	578	Webber, Jeremy	198,365	560
Valeo, Caterina	152,596	1,075	Weber, Jens-Holger	192,484	2,788
Van Buskirk, Christian	126,016	2,331	Webster, Christine	77,240	23
van Hoek, Mark	101,664	320	Weiler, Anelyse	94,117	-
van Kooten, Gerrit	259,104	957	Welbourn, Elizabeth	82,637	-
van Netten, Alexander	97,641	-	Weldon, Bradley	117,905	3,353
van Oort, Richard	124,639	1,208	Welling, Linda	151,401	-
van Roode, Thea	80,524	-	Welta, Carmen	83,429	-
Van Schothorst, Aalbert	81,589	1,863	Wender, Andrew	111,507	1,127
van Veggel, Franciscus	179,737	-	Wheatcroft, Gina	125,946	1,517
Van Vliet, Juliet	78,117	886	Whitby, Benjamin	75,000	-
van Wiltenburg, Eric	115,584	216	White, Adrienne	81,960	-
Vander Byl, Traci	93,197	419	White, Erinn	129,455	8,604
Varela, Diana	173,819	-	White, Jennifer	175,817	978
Veldhoen, Kathleen	91,980	125	Whitinui, Paul	149,670	-
Venn, Kimberley	167,525	-	Whittington, Lucas	91,230	-
Verdun, Amy	203,981	-	Wickins, Deborah	98,984	28
Versluis, Donald	111,797	3,423	Wiebe, Edward	84,101	95
Vibert, Elizabeth	128,750	150	Wiebe, Michelle	145,065	261
Vickery, Anthony	146,988	1,830	Wiebe, Sarah	96,879	509
Victorino, Liana	197,910	232	Wieler, Heiko	112,585	1,489
Vizina, Laura	94,854	595	Wierenga, Shari	76,099	2,179
Vogt, Bruce	167,400	2,715	Wigginton, James	80,749	520
Volpe, John	149,245	1,144	Wild, Peter	215,600	1,027
von Aderkas, Patrick	186,478	2,049	Willerth, Stephanie	182,634	1,327
Vornbrock, Jennifer	170,616	2,578	Williams Boyarin, Adrienne	101,472	-
Voss, Graham	190,156	163	Williams, Barney	80,494	247
Vukovic, Rose	127,870	18,411	Williamson, Tara	83,077	-
Wadlow, Tracy	78,100	-	Willis, Jon	119,328	512
Wagner, Seann	108,741	268	Willmore, Christopher	117,873	1,040
Wakeman, Alissa	84,491	867	Wilson, Bruce	88,947	790

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Wilson, Kathryn	80,947	-	Young, Heather	88,648	662
Wilson, Lara	147,484	2,417	Young, James	213,022	4,803
Wilson, Michael	137,645	2,690	Young, Ruth	97,855	38
Wilson, Steven	80,679	-	Zastre, Michael	157,364	2,328
Winchester, Neville	88,721	-	Zhang, Haiying	93,883	2,268
Wirtanen, Kathleen	80,915	540	Zhang, Hao	152,902	2,971
Witcher, Aniko	87,224	2,189	Zhang, Jie	178,189	549
Wolowicz, David	126,389	336	Zhang, Lijun	116,020	188
Wood, Jan	103,443	1,756	Zhang, Xuekui	136,432	4,295
Woodcock, Scott	132,566	594	Zhao, Jinhui	90,316	488
Woodhouse, Katherine	84,914	-	Zheng, Xin	153,498	2,715
Woodin, Erica	131,138	2,949	Zheng, Yingsong	93,197	273
Worthington, Catherine	183,254	1,624	Zhou, Julie	153,924	1,984
Wozniak, Chelsea	76,464	-	Zhou, Lina	121,008	3,632
Wright Cardinal, Sarah	121,297	4,801	Zhou, Min	135,006	1,927
Wright, Astri	147,358	-	Zimmerman, David	173,068	-
Wright, Bruce	290,210	8,953	Zwiers, Francis	210,295	691
Wright, Jason	77,134	2,849			
Wright, Katharine	138,744	-	Total, employees with remuneration > \$75,000	207,640,891	<u>\$ 2,725,900</u>
Wright, Nancy	218,154	-			
Wu, Guoguang	176,043	16,597	Total, employees with remuneration < \$75,000	<u>156,161,972</u>	
Wu, Kui	164,290	2,391			
Wulff, Jeremy	147,209	843	Total	<u>\$ 363,802,863</u>	
Wyatt, Victoria	142,847	369			
Xu, Feng	120,041	1,251			
Xu, Ke	115,584	4,640			
Yang, Hong-Chuan	164,904	6,427			
Yap, Audrey	130,342	-			
Ye, Jane	164,802	1,244			
Yodzis, Hans	108,157	-			
Youds, Erica	81,208	30			
Young, David	118,516	264			
			Total remuneration on the Schedule of Employees' Remuneration and Expenses differs from total salaries and wages on Note 22, of the Notes to Consolidated Financial Statements, due to the inclusion of taxable benefits, deferred income and exclusion of severance payments.		

UNIVERSITY OF VICTORIA
SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES
YEAR ENDED MARCH 31, 2022

	Amount (\$)		Amount (\$)
0858512 BC Ltd	128,502	Associated Sheet Metal Product	38,080
12Twenty Inc	27,389	Associated Victoria Pest Control	29,537
5GStore	29,617	Atlassian	63,428
Abacus Data	28,250	Autoscan Systems Pty Ltd	78,597
Abcam Inc	28,279	Avalon Mechanical Consultants Ltd	46,205
Academic Journalism Society	30,000	AVI-SPL Canada Ltd	261,043
Accruent Inc	81,208	Axoloti Biosciences Inc	31,300
ACE-WIL BC/Yukon	28,632	AXYS Technologies	760,755
Acoustic Pianocraft	39,691	Ayva Educational Solutions Limited	126,194
Ad Dynamics Inc	66,911	B E Beck and Associates	324,083
Adam Hering	28,097	B&C Food Distributors Ltd	601,751
Adam Matthew Digital Ltd	33,654	Baillie Gifford & Co Limited	204,414
Advanced HPC	101,362	Ball State University	49,815
AES Engineering Ltd	32,458	Bang The Table Canada Ltd	25,760
Agilent Technologies	201,875	Bartle & Gibson Co Ltd	215,189
Agility PR Solutions Canada Ltd	50,277	Bartlett Tree Experts	32,277
AIG Insurance Company of Canada	29,569	BC Auction	30,409
Air Canada	98,201	BC Cancer Agency	267,849
Alcatel-Lucent Submarine Networks Inc	234,347	BC Chamber of Commerce	36,622
Alco Building Management Services Inc	195,844	BC Housing	71,430
Alex Gilroy	25,121	BC Hydro	4,517,527
Alfresco Software Ltd	35,556	BC Life & Casualty Co	1,688,707
Alpha Lodge	56,530	BC Moving & Storage Ltd	124,799
Alpha Roofing & Cladding Inc	73,301	BC Transit	254,210
Alpine Satcom Ltd	30,453	BCNET	1,425,847
Alseamar	31,524	Beau Photo Supplies Inc	25,595
Amazon	402,988	Beckman Coulter Canada Inc	63,796
Ambit Gender Diversity Consulting	48,933	Becton Dickinson Canada Inc	25,960
AML Oceanographic	25,899	Bell Canada	338,010
Angstrom Engineering Inc	121,459	Belltech Systems Ltd	26,326
Animikii Inc	49,535	BentallGreenOak	248,729
Anisoft Group	25,959	Best Buy	33,949
Anixter Canada Inc	410,680	Best Western	48,524
Aon Hewitt Inc	34,638	BioMed Central	39,655
Aon Reed Stenhouse Inc	502,581	Bio-Rad Laboratories Canada Ltd	171,478
Apex Steel and Gas Ltd	244,671	Biotage	59,172
Apple Canada	957,399	Black Press Group Ltd	84,204
Aqua Air Energy Solutions Ltd	159,042	Blackbaud Canada	96,794
Aral Construction Ltd	3,825,774	BlackRock	165,535
Architecture49 Inc	83,560	Blake Cassels & Graydon LLP	32,907
Ariel Morrison	61,199	Blood Tribe Department of Health Inc	49,766
Arista Networks Inc	80,468	Bloomsbury Publishing plc	94,845
Asana Inc	29,565	BlueSphere Services	27,038
AskingCanadians	45,958	Bonfire Interactive Ltd	26,118
ASL Environmental Sciences Inc	27,973	Boyden Vancouver Inc	46,200
Aspiria Corp	127,050	Brantner & Associates Inc	45,963

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2022

	Amount (\$)		Amount (\$)
Brenric Construction	681,755	CMJ Equipment Ltd	26,370
Brigham Young University	43,928	Coast Wholesale Appliances Inc	71,358
Brita Harrison Brooke	33,980	Coca-Cola Canada Bottling Limited	399,540
British Columbia Electronic Library Network	379,897	College of the Rockies	376,618
Bruker Canada Ltd	1,015,579	Colliers Project Leaders Inc	319,345
Bunt & Associates	43,617	Columbia Fuels	121,130
Bunzl Cleaning and Hygiene Canada	116,027	Columbia University	48,856
Bureau van Dijk Electronic Publishing Inc	44,889	Commercial Lighting Products Ltd	132,399
C&D Logistics	25,699	Compugen Systems Ltd	1,289,689
Calliope Learning	25,524	Compute Canada Calcul Canada	32,952
Canada Post Corporation	323,442	Concept2 Inc	41,586
Canada West Universities Athletic Association	74,042	Concordia University	54,747
Canadian Aboriginal AIDS Network	200,311	ConOptics Inc	30,927
Canadian Association of Research Libraries	29,640	Con-Test	29,804
Canadian Association of University Business Officers	58,062	Conviron	83,233
Canadian Cancer Society	25,700	Copyright Clearance Centre	41,179
Canadian Linen Supply Co	31,587	Corporate Express Canada Inc	48,111
Canadian Network for Ocean Education	28,725	Corporation of the District of Saanich	1,736,390
Canadian Research Knowledge Network	1,470,256	Council of Prairie and Pacific University Libraries	872,052
Canadian Sport Centre Pacific	89,004	CR Metal Fabricators Ltd	108,404
Canadian Tire	25,947	Crowdmark Inc	94,044
Canadian Universities Reciprocal Insurance Exchange	1,280,030	CRS Commercial Carpet Maintenance	66,509
Canem Systems Ltd	401,917	Cultural Intelligence Center, LLC	43,901
Canpro Construction Ltd	33,285	CutCom Software	25,515
Canreal Management Corporation	67,833	CytoViva Inc	150,256
Canterbury Food Service Ltd	207,558	Dafeo Filtration Group	25,753
Capital City Power Vacuum	43,388	Dalhousie University	58,564
Capital Regional District	36,283	Dana Wright	70,655
Captain KJ Brown Marine Services Ltd	76,650	Dandurand Chin & Associates	26,250
Carl Zeiss Canada	1,144,653	David Victor	29,870
Carleton Technologies	46,526	Day & Ross Inc	54,959
Cascadia Architects Inc	216,326	DBM International Education and Immigration	86,002
Cascadia West Contracting Ltd	3,701,320	De Lage Landen Financial Services Canada Inc	150,271
CD Nova Ltd	49,895	Del Mar Oceanographic LLC	228,121
CDW Canada Inc	607,472	Dell Computer Corporation	665,355
Cedarlane Laboratories	82,690	Deloitte LLP	37,682
CELLINK LLC	126,754	Delta Foam Board Insulations Ltd	52,500
Cengage Canada	111,342	Delta Photonics	49,659
Center for Research Libraries	49,511	Devon Properties Ltd	126,325
Centre National de la Recherche Scientifique	149,618	Dialog	2,777,072
Century Group Inc	392,596	Digi-Key	93,706
Charles River Canada Corporation	47,318	Digital Direct Printing Ltd	43,492
Charter Telecom Inc	2,325,503	Digital Science Research & Solutions Inc	25,842
Chase Office Interiors Inc	602,405	District of North Saanich	33,761
Chromatographic Specialties Ltd	28,296	DM Cakes Etc Inc	269,850
Citizenship and Immigration Canada	55,186	DN Recruitment Group Ltd	69,555
City of Victoria	33,403	DNA Data Networking and Assemblies Ltd	30,637
ClearChoice HR Consulting	94,719	Donald J McKay Law Corp	39,652
Downs Construction Ltd	182,999	Gale	107,287

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2022

	Amount (\$)		Amount (\$)
Dr. Andrew Delaney Inc	30,000	Gartner Canada Co	137,813
Dr. Andrew Schissler & Dr. Natasha Rafo Inc	30,000	GenScript Corporation	35,698
Dr. Paul Terlien Inc	78,438	GFL Environmental Inc	50,932
Dr. Sam Stewart Inc	28,813	GFS British Columbia Inc	1,256,242
Drs Brian D & Laura M Farrell Inc	40,542	Gilligan-Hackett & Company	66,990
DuBois Chemicals Canada Inc	38,537	Gitgaat First Nations	66,644
Duncan Electric Motor Ltd	27,078	Give Canada Fundraising	142,039
EAB Global Inc	31,610	GlassHouse Systems Inc	209,879
East View Information Services	54,484	Global Marine Systems Limited	716,896
EBSCO Canada Ltd	29,257	Globe & Mail	46,986
Echo360 Inc	73,949	GoForth Institute	48,169
Ecolab Ltd	45,584	Goldstream Publishing Inc	45,089
Economic Modeling LLC (EMSI)	43,855	Google	150,890
EcoVadis	25,000	Grand & Toy	26,497
Edward Elgar Publishing Inc	39,266	Graphic Office Interiors Ltd	247,970
Eecol Electric	54,813	Great West Life Assurance	370,531
EKSPLA USA	365,460	Greater Victoria Chamber of Commerce	27,827
Electronic Health Library of British Columbia	196,000	Greaves Moving & Storage	30,287
EllisDon Kinetic - A Joint Venture	81,688,336	Green Horwood & Co LLP	31,500
Ellucian	414,327	Grenzebach Glier & Associates Inc	115,888
Elsevier	272,292	Grey Horse Consulting Ltd	46,830
Emco Corporation	38,923	Grimco Canada Inc	50,572
Encore Global	56,725	GSB Executive Education Inc	1,650,271
Entremission Inc	72,907	Guralp Systems Ltd	412,797
Esbe Scientific Div of Esbe Scientific Industries Inc	39,675	H2 Accelerator	42,049
ESG Global Advisors	25,591	Hagerman & Company	49,757
ESRI Canada Ltd	28,706	Harbour Air Seaplanes	51,757
EVS Supply	29,379	Harbour West Consulting Inc	99,904
Ex Libris	376,054	Harcourts Ltd	49,445
eXplorance	35,922	Harris & Company	56,435
Expression Systems LLC	25,121	Harwood Custom Composites	72,535
Facebook	231,856	Hawboldt Industries Ltd	264,218
Fasken Martineau DuMoulin LLP	37,630	Healthcare International	36,900
Fastenal Canada	131,960	HealthServ Professionals Inc	104,561
Federal Express	179,962	Hemlock Printers Ltd	64,144
Fisher Scientific Co Ltd	1,000,648	Heritage Realty Properties Ltd	97,676
Fitness Town Commercial	66,557	Home Depot	42,906
Flynn Canada Ltd	109,576	Hootsuite	93,566
Foreman CNC Machining Ltd	78,036	Hoskin Scientific Ltd	95,139
FortisBC	811,494	Hospital for Sick Children	137,978
Foyston, Gordon & Payne Inc	124,749	Hot House Pizza	113,366
Francisco Vargas Peralta	84,062	Houle Electric Ltd	89,297
Freshworks Studio Inc	34,136	Hudson Boat Works Inc	53,660
FroggaBio	67,133	IC-IMPACTS Centres of Excellence	50,000
Frontiers Media SA	49,586	Imaginative Solutions	62,577
FTS Forestry Technology Systems Inc	76,524	Imagine Wireless	67,267
G & E Contracting LP	97,821	Impact Plus Consulting Canada Corp	73,448
ImpulseRadar USA Inc	32,487	Kuali	82,901
InBC Investment Corp	635,705	Kwench	113,454

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2022

	Amount (\$)		Amount (\$)
Indaba Communications & Training Inc	35,175	Kyocera Mita Canada Ltd	30,807
INDSPIRE	87,000	Lab Products Inc	47,672
Informa UK Ltd	473,600	Lab Tech Support Inc	25,295
Ingenium	99,000	LARC Consultants Ltd	25,919
InnoSoft Canada Inc	57,358	LaserCAM Fabrication Inc	77,144
Insite Event Design	27,841	Lawson Lundell LLP	142,787
Insurance Corporation of British Columbia	72,260	Lawson Products Inc	34,615
Integra Strategic Solutions Inc	66,150	Leaders International Executive Search	50,753
Integral Group	301,455	Leica Microsystems Canada Inc	61,808
Integrated DNA Technologies	47,534	Lenovo (Canada) Inc	35,784
Intergalactic Agency Inc.	188,869	LexisNexis	185,589
International SOS	40,609	Liesch Interiors Ltd	58,359
Iredale Architecture	95,122	Life Technologies Inc	262,542
Irene's Bakery	63,614	LifeWorks (Canada) Ltd	173,837
is Five Communications	32,046	Linde Canada	131,280
Isaac Davies	85,635	Long View Systems	481,317
ISL Engineering and Land Services Ltd	103,656	Lott Physiotherapy Consulting	47,080
Island Batteries Inc	28,396	Lovett & Westmacott	90,678
Island Business Print Group Ltd	30,728	Low Hammond Rowe Architects Inc	537,795
Island Environmental Health & Safety Ltd	56,580	Macquarie Infrastructure Partners III & Affiliated AIVs	276,747
Island Floor Centre Ltd	273,732	Madeline Ell	56,883
Island Key Supplies	70,377	Maher Design Studio	28,049
Island Temperature Controls Ltd	37,673	Mandel Scientific Company Inc	133,535
Island Window Coverings Ltd	73,452	Marriott	77,948
Islands West	344,062	Marsh Canada Ltd	76,754
ITB Subsea	682,884	Martin Rissley	37,800
IWC Excavation Ltd	148,949	Maru/Blue	31,500
Jackson Labs	60,692	Matthews Store Fixtures & Shelving	48,654
JAMF Software LLC	31,076	McDermott + Bull	36,658
Jamieson's Pet Food Distributo	55,325	McElhanney Ltd	259,094
JE Anderson & Associates	32,897	McGill University	459,058
Jensen Chernoff Thompson Architects	427,544	Megraw-Hill Ryerson Ltd	95,993
John Wiley & Sons	814,654	McMaster University	53,403
JSA Sport Architecture Inc	37,997	McMaster-Carr Supply Co	90,610
Kahnawake Education Centre	66,267	Medscint Inc	33,880
Kanopy LLC	37,692	Megan Glancey	27,405
KC Overseas Education Private Ltd	28,563	Memorial University	224,866
Keeling Associates	88,162	Memory Express	45,619
KH Consulting Services	47,723	Mercer (Canada) Ltd	53,315
Kinetic Construction Ltd	114,012	Merigran Marketing Ltd	71,969
Kingsview Construction Ltd	528,491	Michelle Butterfield	26,749
Klarquist Sparkman LLP	165,504	Microserve	2,158,818
KMS Tools & Equipment Ltd	41,935	Mike Shannon & Associates	31,238
Koskie Minsky LLP	28,429	Millennium Computer Systems Ltd	39,787
KPMG LLP	329,300	Ministry of Finance	611,087
K'Prime Technologies	44,807	MITACS Inc	149,813
Mitchell Press Ltd	86,756	Parkside Hotel & Spa Ltd	64,113
Miyo Pimatisiwin Legal Services	29,720	Paterson Countertops 2018 Ltd	88,324
Modester Michael	63,750	Pathwise Solutions Inc	52,051

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2022

	Amount (\$)		Amount (\$)
MODUS Planning Design & Engagement Inc	28,551	Pattison Outdoor Advertising	26,163
Molecular Devices LLC	32,013	PBI Actuarial Consultants Ltd	27,675
Momentive Europe Unlimited Company	35,263	Peak Networks	39,187
Monk Office	703,969	Pearlman Lindholm	109,697
Monster Worldwide Canada	35,577	Pearson Education Ltd	464,300
Montana Instruments Corporation	77,716	Pelagic Research Services LLC	861,716
Morgan Martin	56,394	Pelagic Technologies Inc	30,506
Mouser Electronics	28,826	Perkins+Will Canada Architects Co	2,323,590
MPS Canada	72,254	Perrett Laver Inc	109,430
MRV Systems LLC	100,000	PH&N Investment Services	191,636
MTS Systems Corp	56,651	Pier 21 Asset Management Inc	184,028
MultiHat Solutions Inc	41,041	Pinna Sustainability	116,086
MVCC Video Communications Corp	333,072	Pinnacle Fund Services	40,465
Nanometrics Seismological Instruments	199,348	Pinton Forrest & Madden Group Inc	47,043
Nasiha Jahirhussain	51,453	Pirate Excavating Ltd	1,151,214
National Film Board Of Canada	114,750	PISCES Research Project Management	31,262
New England Biolabs Ltd	40,512	Pitney-Bowes	38,145
Newegg	55,076	Polar Outfitting	33,650
Newport Corporation	32,271	Postage by Phone	52,500
NewsBank Inc	88,905	PrairieCoast Equipment	28,544
Nikoletta Diogou	27,498	PRE Labs Inc	36,750
NKE Instrumentation	313,764	Prime Engineering Ltd	26,168
NortekUSA	53,180	Prism Marine Ltd	36,960
North Glass and Aluminum	49,700	Promega Corporation	37,279
North West Environmental Group Ltd	225,246	Proquest Information Access Ltd (CDN)	334,450
Northwest Hydraulic Consultants Ltd	116,330	Proensing	36,546
Number TEN Architectural Group	223,631	Pro-Tech Professional Technical Services Canada Ltd	61,958
Ocean Exploration Trust	1,673,437	Province of British Columbia	1,229,151
Ocean Sonics Ltd	163,733	Province of British Columbia (EHT)	6,954,483
Ocean Worx Consulting Services Ltd	66,192	Pulver Crawford Munroe LLP	32,426
OCLC Inc	69,183	Purolator Courier Ltd	54,951
Olympic International Sales Ltd	34,545	QHR Technologies Inc	77,860
Olympus Canada	32,035	Qiagen Inc	124,959
One Island Media Inc	129,551	QSR International (Americas) Inc	51,920
Open Regenerative Technologies Inc	77,411	Quanser Consulting Inc	34,766
Opti-Tech Scientific Inc	82,446	Queen's University	176,226
Oracle Canada ULC	143,489	QVirt Labs Inc	39,905
Orbis Communications	77,070	Radian Machine & Metalworks	33,498
Oregon State University	96,564	RadioWorks Communications	33,659
Otto Harrassowitz	753,886	Rainbow Health Cooperative	55,212
Oxford University Press	69,596	Rainhouse Canada	39,384
Pacheedaht First Nation	136,916	Raven Baran	28,605
Pacific Blue Cross	7,122,075	Rayola Creative	30,655
Pacific Coast Fire Equipment	28,571	RBR Ltd	933,959
Paladin Security Systems Ltd	29,228	Receiver General for Canada	79,785
Receiver General for Canada (CPP)	12,857,408	Sparker Construction Ltd	462,001
Receiver General for Canada (EI)	4,806,099	Spectrograph LLC	214,351
RedBlue Heating & Refrigeration	30,830	Speedgoat	53,710
Refinitiv Canada Holdings Limited	34,859	Spicers Canada ULC	77,152

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2022

	Amount (\$)		Amount (\$)
Refrigerative Supply	52,682	Spindle Strategy Corp	40,115
reFUSE Resource Recovery	144,371	Springer Nature	42,745
Remote Ocean Systems Inc	51,115	Sprott Shaw Language College (BC) Corp	72,811
Renouf Publishing Company Ltd	44,726	SRD Controls Inc	256,965
Resolver Inc	68,913	Stantec	375,680
Rhonda Farnham	48,881	Staples	694,285
Richard Grounds	165,480	Starbucks Coffee Canada	398,366
Richelieu Building Specialties	28,880	StarRez Inc	55,058
Ricoh Canada	258,561	Stemcell Technologies Inc	35,381
Rocky Point Engineering Ltd	118,503	Stericycle Canada	177,061
Rodney Hayley Barrister & Solicitor Law Corporation	45,752	Still Water Design Inc	29,429
Rogers Communication Inc	519,396	Story Construction Ltd	89,433
Rogue Fitness	48,573	Stratford Group Ltd	77,700
Roll.Focus. Productions	49,718	Students on Ice Foundation	33,750
Romor Ocean Solutions	29,580	SubC Control Ltd	60,656
Roper Greycll LLP	47,724	Summa Strategies Canada Inc	63,000
Royal Bank of Canada	479,109	Summit Mechanical Systems	258,688
Royal Canadian Geographical Society	45,000	Super Save Group	49,626
Royal Roads University	111,569	Surtek Industries Inc	43,364
Runtime Software Development Inc	25,480	Syrachem Sciences Inc	133,760
Sage Publications Inc	172,483	T2 Systems Canada Inc	103,217
Sandman Hotel	32,870	TA Instruments	178,428
Saputo Dairy Products Canada GP	185,799	Tableau Software LLC	26,305
Sartorius Corporation	48,266	Tartanbond Communications Ltd	36,750
SAS Institute Inc	43,795	Team Sales Vancouver Island Ltd	367,080
Schindler Elevator Corporation	298,056	Technical Safety BC	57,548
Schneider Electric	62,507	Tecniplast USA Inc	42,508
Sea Bird Electronics Inc	221,956	Teledyne ODI	525,009
Selkirk College	334,561	Teledyne Oil & Gas	224,190
Septentrio Inc	119,871	Teledyne Webb Research	765,277
Service First Ltd	34,180	Telus	109,076
Shaw Communications	133,860	Tencate Advanced Armour France SAS	39,000
Shell Energy North America (Canada)	1,106,105	Testforce Systems Inc	89,090
Shop3D.ca	47,086	The AME Consulting Group Ltd	160,962
Sigma-Aldrich Canada Ltd	385,405	The Castlemain Group Inc	27,919
Sii Tech Inc	95,760	The Discovery Group Advisory Services Inc	124,909
Silius Technologies Inc	54,821	The MathWorks Inc	82,938
Simon Fraser University	834,489	The Northern Trust Company, Canada Branch	223,593
Smart & Biggar	305,036	The Oceanography Society	26,316
Society for Participatory Research in Asia	27,200	The Roy Group	52,371
Sonardyne Inc	319,623	The Sherwin Williams Co	54,845
Songhees Seafood and Steam Ltd	52,464	The Sixpence Group Ltd	45,000
South Island Prosperity Project	40,000	The Trojman Corporation	58,758
Southern Butler Price LLP	72,061	The TYF Group Ltd	30,172
The University Club of Victoria	211,234	Walter Scott & Partners Limited	999,070
The World University Insight Ltd	31,662	Water Rangers	31,500
Thermo Fisher Scientific Inc	65,911	Waters Corporation	75,876
Thompson Ahern & Co Ltd	197,279	Wei-Sheun Tan MD Inc	28,750
Thompson Rivers University	44,000	Wesco Distribution - Canada Inc	102,384

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2022

	Amount (\$)		Amount (\$)
Thomson Reuters Canada	229,164	Westcoast Helicopters	105,163
Thorlabs Domestic Inc	46,210	Western Equipment Ltd	26,343
Thrive Health Inc	147,093	WestGrid	35,000
Thurber Engineering Ltd	122,025	WestJet	365,683
Times Colonist	46,934	White Whale Web Services Inc	25,700
Titanium Tents & Event	35,554	William S Hein & Co Inc	46,679
Top Hat	38,965	Wilson's Transportation Ltd	28,619
Trane Canada ULC	45,364	WorkSafeBC	885,188
Trane Northwest	106,400	Worldwide EduConnect Inc	81,649
Transact Campus Inc	172,775	WSP Canada Inc	57,879
Travel Healthcare Insurance Solutions Inc.	252,390	xByte Technologies	50,975
TRIUMF	2,376,257	Xerox Canada	54,232
Trotec Laser Canada	41,453	Xu Zhu	27,143
Tula Foundation	264,702	YBP Library Services	672,305
Two Row Architect	1,358,030	York University	160,968
Uate Storied Learning	28,254	Zainab Masood	32,076
ULINE Canada Corporation	88,244	Zeidler Architecture	209,124
United Nations Institute for Training and Research	38,355	Zoom Video Communications Inc	114,777
United Titanium Inc	29,106		<u>273,937,685</u>
Universal Sheet Metal Ltd	185,649		
Universite Laval	106,990	Grants and Contributions	
Universities Canada	141,649	Bamfield Marine Sciences Centre	295,241
University of Alberta	153,577	En'owkin Centre	37,000
University of British Columbia	4,580,010	Institute of Particle Physics	176,000
University of Calgary	81,014	Pacific Institute for the Mathematical Sciences	66,600
University of Guelph	28,744	Royal Roads University	306,676
University of Manitoba	60,374	University of British Columbia	337,807
University of Northern British Columbia	114,664	UVic Multifaith Services	49,158
University of Saskatchewan	81,137	UVic Students' Society	201,224
University of Toledo	33,600		<u>1,469,706</u>
University of Toronto	438,333		
Urban Systems Ltd	53,597	Total < \$25,000	<u>17,631,885</u>
UVic Faculty Pension Plan	25,514,940		
UVic Staff Pension Plan	6,275,606	Grand Total	<u><u>\$ 293,039,276</u></u>
V.F.C. Corporate Wings Ltd	63,013		
Vancouver Island Health Authority	740,404	Note: The total of expenses reported on Note 22, of the Notes to Consolidated Financial Statements differs from the totals on the Schedule of Payments for Goods and Services. Reconciling items which cause this difference include the net effect of changes to balance sheet accounts between fiscal year-ends (such as prepaid expenses, inventories, accounts payable and accrued liabilities), GST rebates, non-cash expenses such as depreciation, amortization of deferred charges, the acquisition of capital assets and exclusion of certain non-goods and services such as investment transactions.	
Veritiv Canada Inc	43,558		
Versatech Systems	28,552		
Victoria Box & Paper	248,963		
Victoria Conference Centre	86,174		
Victoria Rowing Society	37,364		
Vistek	30,905		
VWR International	325,572		